

# **Organizational Assessment of the Canadian Association for the Study of International Development (CASID)**

Final Revised Report



January 2007



## Executive Summary

### Background

The Canadian Association for the Study of International Development (CASID) is an organization with a purpose to link academics, scholars and practitioners interested in the study and research in the area of International Development (ID). CASID receives funding from the Canadian Partnerships Program of the Special Initiatives Division of the International Development Research Centre (IDRC). In February 2006, IDRC contracted Universalialia to conduct an organizational assessment of CASID. This document constitutes a revised evaluation report and is submitted to the Evaluation Working Group for final review and comments.

The main purpose of the evaluation is to assist CASID and IDRC in their decision-making processes regarding the future of their mutual relationship. Key evaluation objectives were: (1) to identify the key opportunities and threats in the current context; (2) to assess CASID's effectiveness, relevance and financial viability, as well as to assess CASID's organizational capacities; and (4) to suggest issues for further discussion regarding CASID's future focus and activities as well as its relationship with IDRC.

### Evaluation Methodology

A detailed evaluation framework summarizing major questions and sub-questions guided both data collection and analysis. We interviewed 45 internal and external stakeholders through semi-structured interviews, focus groups, and informal briefing sessions. Significant data collection took place through an internet-based survey, to which 87 CASID members responded. In addition, we reviewed a significant number of documents and websites as well as participated in the Executive Council meeting, several panels during the 2006 Conference, and in part of the Annual General Meeting.

### External Context

Over the past decade, global events have fuelled Canadians' interest in international development. Researchers, practitioners, and others interested in exchange and networking in the area of ID enjoy a broad choice of national, regional, and international organizations involved in the creation, dissemination, and exchange of knowledge in the field. While this creates opportunities for working together and networking, it also leads to competition for scarce resources, members and niches. In Canada, over the past ten years, International Development Studies Programs have expanded and are becoming more established in academic circles; however, they still do not have the same leverage in terms of professional advancement of academics involved in the field. The dialogue among researchers, policy makers and practitioners involved in ID is still limited, but clearly needed. Similarly, at present, the effective North-South linkages for ID are limited by the ability of both sides to find functional ways to work together for international research or capacity building. Organizations that can bring such groups together have the potential to play an effective and valuable role in advancing development theory and practice. Such organizations range from small academic associations, most of which are volunteer-run and focused on the development and growth of new disciplines to large, professional organizations engaged in policy influence and professional accreditation. Volunteer-run organizations enjoy the benefits and challenges peculiar to this highly specific management model.

### Profile of the Organization

CASID has evolved over the past twenty years from an informal association of scholars associated with the Journal for International Development Studies in 1984 to a formal, national organization. The Association is managed by an elected Executive Council (EC). The North-South Institute (NSI) acts as the permanent Secretariat of the Association. With very few exceptions, it is run entirely by volunteers.

According to its mission statement, CASID aims to be “A national, bilingual, interdisciplinary, and pluralistic association devoted to the study of international development in all parts of the world.” CASID has five objectives: creating opportunities for information sharing and debate; collaboration with key Canadian development organizations, international development research institutions and NGO organizations; encouragement of the new generation of development scholars in Canada; and the dissemination of knowledge through its programs. At present, CASID’s main activities include the publication of the Canadian Journal for Study of International Development in collaboration with University of Ottawa, and conducting the Annual Conference. Over time, the Association has introduced activities, developed systems, and secured financial support from donors. CASID is a small but well-resourced organization, whose revenues have been growing steadily, from \$64,000 in 1995 to \$185,000 in 2005/06. IDRC has been supporting CASID for the past 14 years, while CHFSS has funded the Annual Conference with CIDA’s support for the past four. Although membership numbers vary, they have remained at about 200 since 1996.

CASID has a relatively low profile in Canada. It is best known among its past and current members, most of whom are Canadian academics. CASID members have different perceptions and expectations about the organization, partly because of ambiguities in its current mission and objectives, and partly because of a constantly evolving organizational membership.

In 1996 CASID was registered and its Constitution was signed. It was also the year in which the Association was evaluated for the first time.

### Status of the 1996 Evaluation

CASID has made progress in addressing some recommendations from the 1996 evaluation. Both its relationship with the CJDS and its internal communications have been improved. Yet, some important issues remain to be addressed, particularly in the areas of strategic management, alignment of activities and objectives, resource mobilization, and membership expansion.

### Capacity Assessment

CASID’s capacities are in line with those typical of volunteer-run organizations and scholarly associations. Some of its characteristics, however, suggest a much larger organisation. While over the years CASID has established many important systems and processes that guide the organization, it also has some gaps in its current capacities that may threaten its long-term growth.

Historically strategic management has not been seen as a priority at CASID. While the organization has established its mission and objectives, the former is more descriptive than visionary, and more operational than developmental. The ambiguous objectives do not provide a clear sense of direction to some of its members or to outsiders.

CASID delivers a number of activities in support of its objectives. The activities tend to support the traditional academic objectives of networking, supporting new scholars, and disseminating knowledge. There are no activities that support these objectives that are focused on partnership and linkages outside academic circles. While CASID plans, delivers and monitors its outputs, it does not measure or report on the achievement of objectives (outcomes).

The CASID Executive Council's roles, responsibilities and practices focus on the delivery of activities, rather than on strategic matters. In order to make allowances for the busy life of its members, the President's tenure is limited to one year; however, this may act as a limiting factor in setting longer-term directions for the organization.

CASID has basic rules and regulations for selecting and managing its volunteers, which, while being loosely followed, enable CASID to attract the members who manage and operate the organization. While not inappropriate, the informal processes may limit CASID's ability to attract members if and as it tries to broaden participation to include less 'traditional' members. As is typical for organizations of this type, CASID relies on a small number of very active volunteers. At present, however, CASID may be not creating and presenting opportunities for participation in the work of the organization as effectively as it could.

CASID's membership has been stable for the past decade and its membership composition has remained largely academic; it is posited that this may be due, in part, to the fact that CASID has expressed mixed messages in terms of its intent to expand its membership to groups outside academic circles. From the 2006 membership survey, it appears that personal contacts are CASID's most successful strategy for attracting new members. Current strategies to expand the membership are geared towards increasing the number of members but will not foster diversification of membership.

CASID manages its finances prudently, typically operating within the budgets negotiated with its donors. CASID's budget is largely based on the estimated costs to deliver activities. In addition to the funds that CASID receives from donors, volunteers contribute their time and expertise. These contributions have not been 'valued' to date.

CASID's decision-making and problem-solving processes involve extensive consultations among members. This is a positive factor, as it provides for transparency and members' involvement; on the other hand, it tends to slow down decision-making. CASID has processes in place to manage most of its activities, but these are much less apparent for the management of CASID itself.

CASID's inter-organizational linkages are currently limited to few mostly operational and ad hoc relationships with other Canadian organizations. The relationship with the University of Ottawa is most fruitful and results in the production and dissemination of academic research. Its relationship with NSI provides CASID with effective operational support. While CASID's relationships have produced limited synergies to date, these relationships contain within them considerable scope for creative growth in the future.

### **Organisational Performance**

CASID is the only academic learned society working in the area of international development in Canada, making it a unique organization. Most of CASID's members indicate that its objectives are relevant, given the organization's current mission. Yet interviews with a selection of leading Canadian-based international development organizations and members of targeted government agencies indicate that given that they have limited knowledge of CASID, they have difficulties in commenting on its current relevance to their organizations. At the same time, however, all interviewees expressed their belief in the need for an organization such as CASID in Canada and a willingness to explore possible linkages with it in the future.

A factor which seems to keep CASID from flourishing to its full potential lies in its stated emphasis on being a national organization working mainly with Canadian stakeholders and its continued focus on individual scholars rather than institutions and programs. This appears to be out of step with current developmental approaches that emphasize global partnerships and institutional capacity building.

CASID has had mixed results in realizing its stated mission and objectives. While it is partially effective in realizing its mission as a national, interdisciplinary association, it has met with less success in realizing the bilingual and pluralistic aspects of its mission. In addition, the descriptive rather than purpose-oriented nature of its mission does not facilitate an assessment of just how CASID intends to make a difference in the ID field in Canada. CASID is most effective in realizing those organizational objectives related to knowledge sharing and supporting and encouraging a new generation of development scholars in Canada, as is appropriate for a learned society. To date, it is seen as less effective in building partnerships with international development organizations and in collaborating with key Canadian development organizations. In addition, the extent to which CASID intends to diversify its membership by partnering outside of academe is not clear as its intentions vary across documents and members' opinions.

When compared to other small scholarly associations that rely largely on their members' dues, CASID has been highly successful in accessing and diversifying its sources of revenue (IDRC, CIDA). At the same time, it remains highly dependent on IDRC as its major donor. CASID's reliance on IDRC (and more recently) CIDA makes it vulnerable to changes in the policies or priorities of these agencies. As a consequence, its financial viability may be constrained.

Although CASID's offerings have remained relatively unchanged, its program and administrative costs have increased over the past five years. Of particular note in this regard are the Annual Conference and the CJDS which, while being highly appreciated by its members, are also the most costly. Over the past five years, administration and management expenses have declined in relation to program expenses and currently stand at 22%.

### Conclusion

CASID is at a fascinating point in its history; it now has well-established activities, as well as sound mechanisms for their delivery. At the same time, it remains a small, little known association. It is also sending mixed messages about its desired membership and seems unclear as to what type of organisation it aspires to be. If CASID opts to remain a purely academic association, it may need to refine its direction and approaches even as a learned society, which today have to deliberate on the extent to which they will remain limited to academic circles or to what extent they will interact with those sectors of society which share their area of interest. A shift from academic to a more applied orientation will have implications for CASID's mission and some of its objectives. At this point, CASID needs to reflect on and decide whom it wishes to attract and retain as members, participants and partners. These decisions should form the basis for CASID's reflection and possible conceptualization of its purpose and future directions.

No matter what direction CASID establishes for itself, the key to its success in the near as well as long-term future is to increase its visibility in the international development field. In order to enhance its role within Canada and garner greater recognition in the Canadian international development arena, we strongly suggest that CASID promote itself more actively. Should CASID overlook the opportunity to define its role and specify its value added, it risks continuing to play a limited role within the international development community.

## Acronyms

ASAC	Administrative Sciences Association of Canada
AUCC	Association of Universities and Colleges in Canada
CAAS	Canadian Association of African Studies
CAG	Canadian Association of Geographers
CALACS	Canadian Assoc. for Latin American and Caribbean Studies
CANMES	Canadian Committee of the Middle East Studies Association
CASA	Canadian Asian Studies Association
CASID	Canadian Assoc. for Studies in International Development
CCASLS	Canadian Council of Area Studies Learned Societies
CEA	Canadian Economics Association
CES	Canadian Evaluation Society
CIDA	Canadian International Development Agency
CJDS	Canadian Journal for Development Studies
CMP	Career Management Professionals Association
CPSA	Canadian Political Studies Association
CSSA	Canadian Society for Sociology and Anthropology
CCUPIDS	Canadian Consortium of University Programs in International Development Studies
EADI	European Association for International Development
ESAC	Environmental Studies Association of Canada
ID	International development
IDRC	International Development Research Centre
IDS	International Development Studies
IEIM	Institut d'études internationales de Montréal
MESA	Middle Eastern Studies Association
NGO	Non-Governmental organisation
NSI	North-South Institute
ODI	Overseas Development Institute
OSPE	Ontario Society for Professional Engineers
SSAC	Society for Studies in Architecture in Canada
SID	Society for International Development
SSHRC	Social Sciences and Humanities Research Council





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## 1. Introduction

### 1.1 Background

The Canadian Association for the Study of International Development (CASID) is an association whose purpose is to link academics, scholars and practitioners interested in the research of international development (ID) issues, and the teaching of international development studies (IDS). CASID receives financial support from the Canadian Partnerships Program in the Special Initiatives Division of the International Development Research Centre (IDRC). Stemming from its Strategy Paper for 2005-2010, IDRC has undertaken to conduct a series of formative evaluations of organisations that it sponsors, including CASID. In February 2006, IDRC contracted Universalialia to conduct the assignment. IDRC and CASID created an Evaluation Management Group to jointly manage the evaluation. The draft report has been shared with IDRC and CASID for comments. This revised report incorporates the additional data collected, along with analyses and reflection on the interviewees' comments.

### 1.2 Evaluation Purpose

The main purpose of the evaluation is to assist IDRC and CASID in their decision-making processes regarding their future relationship. The review looks at CASID's past performance in terms of the organization's capacities, relevance, and effectiveness, and reflects on its possible future directions. The evaluation focuses on the period since 1996, when the association was evaluated for the first and only time.

Key evaluation objectives were:

To identify the **key opportunities and threats** that have affected the organization over the past ten years, and those that are likely to shape its future;

To assess CASID's **achievements with regard to its mission** as well as the **relevance** and **financial viability** of the organization;

To assess CASID's **organizational capacities**, paying particular attention to changes in the areas identified in its 1996 evaluation; and

To suggest **issues for further reflection** regarding CASID's future focus and activities as well as its relationship with IDRC.

### 1.3 Evaluation Methodology

#### 1.3.1 Evaluation Framework

A detailed evaluation framework summarizing major questions and sub-questions guided both data collection and analysis. A copy of the framework can be found in Appendix IV of the Evaluation Workplan (Universalialia, 2006). The framework was adjusted during the data collection process to appropriately address and reflect CASID's organizational characteristics, e.g. characteristics of a volunteer-run association as well as a learned society.

#### 1.3.2 Review Team

The review team consisted of two members:

- Anna Grzybinska, Universalialia, Team Leader
- Christine Milton-Feasby, Universalialia, Research Assistant

### 1.3.3 Data Sources and Methods of Data Collection

There were four major sources of data for this study:

- 1) **People**<sup>1</sup>: Data were collected from IDRC representatives, CASID Executive Council members, CASID members, CASID past members and other relevant organizations (CIDA, CCASLS). A list of the stakeholders consulted during the evaluation is included in Appendix I. A total of 45 people provided input through semi-structured interviews, focus groups and reflective sessions, some through more than one method. Consultations began in February 2006 and continued until October 2006. Data was collected through:
  - Semi-structured Interviews – 42 interviews with CASID members, IDRC, non-CASID members (individual and organizations), past executives, CASID current partners, CASID external stakeholders, government representatives, etc.;
  - Focus Group - 9 CASID members including past and current Executive Council members, as well as representatives from Quebec and the South participated in the session; and
  - Reflective Sessions - the Team Leader participated in two presentations of preliminary findings to the CASID Executive Council and the Annual General Meeting (AGM) in June 2006. In addition, five members of CASID's current and past Executive Council (those already interviewed through individual interviews) participated in an informal breakfast session during the Conference.
- 2) **Documents**: The consultants reviewed and analyzed relevant background documents from IDRC, CASID, the Canadian Journal of Development Studies (CJDS), the 1996 CASID Evaluation Report, as well as documents related to the current context, association management, other organizations focused on international development, learned societies, and international development journals. A list of written information sources is included in Appendix II. Document study was carried out between February 2006 and October 2006.
- 3) **Observations**: During CASID's Annual Conference, organized during the Canadian Federation for the Humanities and Social Sciences (CFHSS) *Congress of Humanities* at York University, Toronto, in June 2006, the evaluation Team Leader attended three CASID-led sessions (Keynote Speaker address and two panel sessions) and one session organized by the Canadian International Development Agency (CIDA). The evaluator also attended part of the CASID AGM and a meeting of the CASID Executive Council that took place during the Conference.
- 4) **Internet based Surveys**: (English and French) – 87 CASID members, including regular and student members, responded to an internet-based survey. The survey results are included in Appendix III to this report<sup>2</sup>.

Verification of data was ensured through triangulation (i.e. using multiple data sources), use of standardized instruments such as interview guides, and compliance with standard practices in evaluation.

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<sup>1</sup> There is an overlap between the people interviewed, those that participated in the focus groups and debriefing sessions. Since these are the people with the most knowledge about the organisation, we think that this enriched data collection.

<sup>2</sup> Since the survey was anonymous, it is not possible to state how many of the survey participants also took part in focus groups or interviews.

### 1.3.4 Limitations

Limitations to this review are described below.

#### **Lack of outcome-oriented objectives and indicators -**

CASID's stated objectives are largely output-focused, and do not lend themselves directly to an assessment in terms of achievement of outcomes.

Moreover, CASID neither tracks

nor collects or reports data on its performance. As a consequence, we relied on mainly one source of data, such as members' and non-members perspectives of CASID's effectiveness in realizing its objectives.

Activity/Output: A unit of service provided, product provided, or people served by a program or policy; or a count of goods and services produced.

Outcome: Outcomes are the changes an organization hopes to achieve through its programs or policies. Outcomes focus on what the program or policy makes happen rather than what it does. Outcomes focus on the results of activities and outputs and answers the 'so what' question – what are the expected effects of the conducted activities.

Source: OAS Framework

**Perspective on CJDS (Journal)** - The evaluation focused on CASID and did not aim to assess the performance or capacities of the CJDS. Since CJDS is one of the Association's main offerings, it was assessed only in terms of its contributions to CASID's mission and objectives, from the vantage point of its administrative and substantive connections with CASID.

### 1.3.5 Survey Representativity

A survey of CASID members was conducted in May-June 2006. The survey was distributed through the CASID list serve, and was sent to its entire membership. Responses were received from 87 CASID members, although not everybody responded to all questions as some were not pertinent to the respondents. Twenty CASID members do not subscribe to the list serve, a fact that was not known to us at the time the survey was distributed. While we had planned to survey those members, due to the fact that we learned about their existence only after the Conference, where the preliminary findings were presented, we felt that we should not distribute the survey as it could bias the findings.

Exhibits 1.1 through 1.6, below, present the characteristics of the CASID population, when known, and compares the size of the population that received the survey with the number of respondents that replied to the survey. The comparison of the numbers suggests that overall the respondents appear representative of the population, with some exceptions.

**Exhibit 1.1 Comparison of Characteristic of Population vs. Characteristics of Respondents - Gender**

Gender					
	Male		Female		Total
Population	93	47%	107	52%	203
Population Reached through the Survey	84	46%	97	53%	181
Respondents	35	42%	47	57%	82
T-test					

**Exhibit 1.2 Comparison of Characteristic of Population vs. Characteristics of Respondents - Provinces**

Provinces														
Provinces	NF	PIE	NS	NB	Q	ON	M	SK	A	BC	NT	DC	DgC	Total
# in the Population	0	0	31	3	19	72	13	7	11	18	0	25	5	203
% of Population by Province	0	0	15%	1%	9%	35%	6%	3%	5%	9%	0	12%	2%	100%
# reached by the survey	0	0	25	6	18	61	12	6	11	17	0	23	5	181
# of Respondents	0	1	6	0	7	27	5	5	4	6	0	13		81

Developing countries include Jamaica (1), Trinidad and Tobago (1), Mexico (2), and Pakistan (1). There are also 2 members from Brazil and one from Argentina and one from South Korea, which may or may not be classified as developing countries.

**Exhibit 1.3 Comparison of Characteristic of Population vs. Characteristics of Respondents – Type of Membership**

	REGULAR	STUDENT	OTHER	TOTAL
# in the Population	111	92	0	203
% of the Population	54%	45%	0	
Members in the Population reached by the survey	97	84	0	181
# of Respondents	39	27	4	71
% of Respondents	54%	38%	5%	
T test				

Other characteristics of the survey respondents could not be gauged, as there is no comparison with population data due to the fact that CASID does not track those elements. However, looking at the percentage, it appears that there may be a slight preponderance of members with fewer number of years at CASID.

While we cannot compare the population characteristic in this case, we have used the membership number to estimate the number of 'older' and 'newer members.' As such 36 members have numbers from 100 –9,999 (suggesting a longer membership period), and 135 that have numbers between 10,000 to 15,000.

Comparison of membership numbers suggests however, that CASID indeed has fewer members of longer-standing membership than new ones.

**Exhibit 1.4 Characteristics of Respondents – Length of Membership**

Length of membership					
	Less than one year	1-5 years	6-10 years	Over 10 years	Total
Number of respondents	24	38	6	14	82
% of respondents	29%	46%	7%	17%	



**Exhibit 1.5 Characteristics of Respondents – Age**

Age						
Age Bracket	20 – 25	26 – 35	36 – 45	46 – 55	55+	Total
Number of respondents	3	29	25	10	15	82
% of Respondents	4%	35%	30%	12%	14%	

**Exhibit 1.6 Characteristics of Respondents – Age**

Preferred Language				
	English	French	Other	Total
Languages indicated by Respondents	56	9	17	82

The analysis of the above data suggests that

## 1.4 Organization of the Report

This report is organized into six sections: Immediately following this introduction,

- Chapter 2 presents a brief organizational profile of CASID and its internal context;
- Chapter 3 summarizes key developments in CASID's external context;
- Chapter 4 provides an update on the status of the recommendations of the 1996 evaluation;
- Chapters 5 and 6 present key findings regarding CASID's organizational capacities and performance respectively;
- The report concludes with recommendations and suggestions for future directions in Chapter 7.

Several appendices provide details to support the evaluation findings. These include:

- Appendix I Data Sources – People
- Appendix II Data Sources – Documents
- Appendix III CASID Membership Survey
- Appendix IV CASID Current Offerings and Activities
- Appendix V Membership Profile
- Appendix VI International Development Stakeholders' Map
- Appendix VII Selected Characteristics for Academic Associations/Learned Societies
- Appendix VIII International Development Journals and CJDS Publication Benchmarks
- Appendix IX Recommendations of the 1996 Evaluation and their Realization
- Appendix X Activity – Objective Alignment
- Appendix XI Financial Statements 2000/01-2005/06
- Appendix XII Relationship between CASID and its Current Partners

- Appendix XIII Potential Future Partnerships
- Appendix XIV List of Recommendations from the White Paper
- Appendix XV List of Findings
- Appendix XVI List of Recommendations

Throughout the report, we have used this icon to identify suggestions and considerations.



## 2. CASID Profile and Context

To set the background for the evaluation findings, this chapter briefly provides an overview of CASID's mission and objectives, activities, current structure, membership profile and major milestones. It concludes with some observations on CASID's institutional context.

### Chapter Summary

CASID has evolved over the past twenty years from an informal association of scholars associated with the Journal for International Development Studies in 1984 to a formal, national organization. The Association is managed by an elected Executive Council (EC). The North-South Institute (NSI) acts as the permanent Secretariat of the Association. With very few exceptions, it is run entirely by volunteers.

According to its mission statement, CASID aims to be *"A national, bilingual, interdisciplinary, and pluralistic association devoted to the study of international development in all parts of the world."* CASID has five objectives: creating opportunities for information sharing and debate; collaboration with key Canadian development organizations, international development research institutions and NGO organizations; encouragement of the new generation of development scholars in Canada; and the dissemination of knowledge through its programs. At present, CASID's main activities include the publication of the Canadian Journal for Study of International Development in collaboration with University of Ottawa, and conducting the Annual Conference. Over time, the Association has introduced activities, developed systems, and secured financial support from donors. CASID is a small but well-resourced organization, whose revenues have been growing steadily, from \$64,000 in 1995 to \$185,000 in 2005/06. IDRC has been supporting CASID for the past 14 years, while CHFSS has funded the Annual Conference with CIDA's support for the past four. Although membership numbers vary, they have remained at about 200 since 1996.

CASID has a relatively low profile in Canada. It is best known among its past and current members, most of who are Canadian academics. CASID members have different perceptions and expectations about the organization, partly because of ambiguities in its current mission and objectives, and partly because of a constantly evolving organizational membership.

In 1996 CASID was registered and its Constitution was signed. It was also the year in which the Association was evaluated for the first time.

#### CASID Milestones:

1984 CASID launched  
 Late 80's. Split of CASID and the Journal  
 1989 Secretariat housed at North-South Institute (NSI)  
 1992 First grant from International Development Research Centre (IDRC)  
 1993 CASID relationship with CJDS renewed  
 1994 Secretariat partly housed at Centre for Developing Area Studies (CDAS)  
 1996 CASID's Constitution signed  
 1998 CASID Website created  
 2001 CASID List serve inception  
 2003 Latest agreement between CASID & University of Ottawa on co-publishing CJDS signed  
 2003 Publication of White Paper on International Development Studies together with NSI  
 2004 Collaboration Program for (CFHSS) conference between CASID and CIDA  
 2004 Regional Events program launched  
 Sources: Evaluation 1996, Interviews, IDRC proposal 2002 and 2005

## 2.1 History and Evolution

CASID was launched in 1984 as an informal association of scholars linked to the *Journal for International Development Studies* and those interested in the development of interdisciplinary international development study programs in Canada. The original name of the organization was the Canadian Association of International Development Studies, which later was changed to the Canadian Association for Study of International Development.

Over time, the Association introduced new activities, developed systems, and secured the financial support of donors. (See sidebar for major milestones in CASID's history.) IDRC has been a steadfast supporter of CASID for the last 14 years.

In 1996 CASID commissioned its first organizational assessment, conducted by Noel Millson and Associates, the findings of which are referred to in this report. Readers interested in learning more about CASID's history should refer to the 1996 Evaluation.

## 2.2 Mission, Objectives and Activities

According to its mission statement, CASID aims to be “A national, bilingual, interdisciplinary, and pluralistic association devoted to the study of international development in all parts of the world.” Its stated objectives are:

- 1) To create opportunities for information sharing and debate among individuals in the academic community, civil society organizations, policy makers and the general public on development issues;
- 2) To explore possible ways of collaboration with key Canadian development organizations on specific initiatives of mutual interest;
- 3) To promote partnerships with international development research institutions and NGOs in order to actively and constructively advance Canada's development agenda;
- 4) To support and encourage a new generation of development scholars in Canada; and
- 5) To strengthen dissemination, communication and outreach activities of both CASID and CJDS.

Since its inception, CASID's main activities have included the CJDS publication and the Annual Conference. Other more recent CASID activities are listed in the sidebar and described in Appendix IV.

## 2.3 Structure

CASID is managed by an elected Executive Council (EC) made up of up to 13 members of the organization. A President and a Vice President head the Council. The North-South Institute (NSI) acts as the permanent Secretariat of the Association and takes on a large part of the administrative tasks related to CASID's operations. NSI's secretary allocates half of her time to CASID's tasks. Aside from some part-time administrative assistant positions filled by students, the half-time secretary at NSI and production

### CASID Activities

Canadian Journal for Study of International Development in collaboration with University of Ottawa

Annual Conference

Newsletter

Kari Polanyi Levitt Student Competition for best graduate paper

Travel Grants Website

List serve

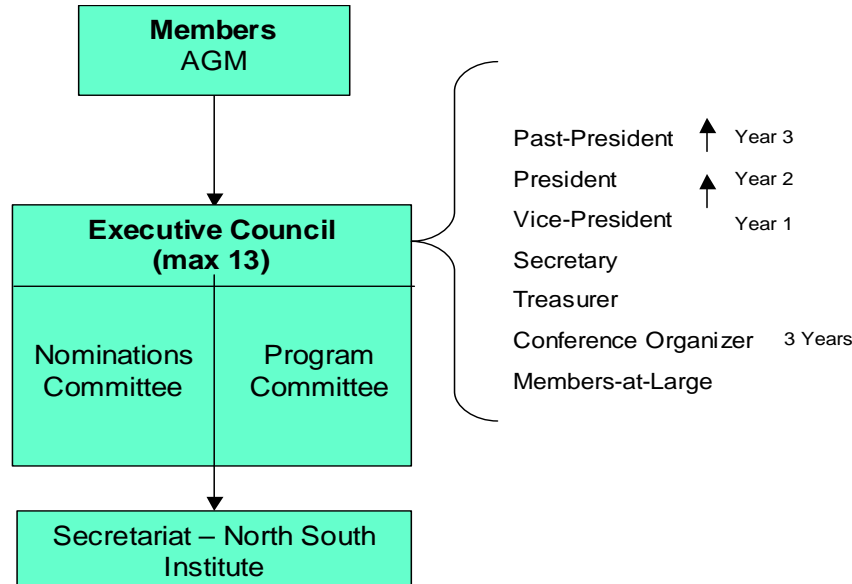
Regional Events

Support to InSight conference

Source: CASID Proposal to IDRC (2005-2006)

consultants at CJDA, CASID has no paid staff. It relies heavily on its members to volunteer their time. Exhibit 2.1 presents a graphic representation of the organizational structure, with indication of the tenure of the EC members.

**Exhibit 2.1 CASID - Current Structure**



## 2.4 CASID Members

At present, CASID has a total of 213 members. While membership numbers vary, they have remained at about 200 since 1996. The main characteristics of the current CASID membership are as follows:

- CASID has four types of members (see sidebar), most of which are regular and student members. The split between regular and student members is roughly 50%-50%. At present CASID does not have any institutional members.
- Most members are Canadians (84%); a minority is from other countries (16 %, including 4% from developing countries).
- Most members have academic links (78%); others represent Non-governmental organizations (10%) or government (4%).
- CASID currently has slightly more female (51%) than male (49%) members.

Types of members (CASID Constitution):

**Regular voting members** – individuals working, or interested in international development and International development studies (IDS).

**Institutional Members** - academic, governmental, private or non-governmental organizations interested in ID.

**Honorary Members** – individuals invited because of their distinguished contributions to the field of ID.

In practice, CASID also recognizes **Student Members**. Student contributions are almost half of the regular membership. Students can also be CASID members and opt out from receiving the Journal.

For a full profile of members, consult Appendix V. The appendix presents the distribution of membership according to type of membership, gender, disciplinary associations, employer, etc.

## 2.5 Financial Profile

CASID revenues grew steadily from \$64,000 in 1995 to \$185,000 in 2005/06. IDRC has provided at least 75% of CASID's annual revenues over this period. Other revenue sources are CIDA and member fees (see Section 6).

## 2.6 Institutional Context

**Finding 1: CASID is a small<sup>3</sup> but well resourced association focused on the delivery of academically-oriented activities, supported by a small but dedicated number of members and donors.**

Over the years, CASID has had a stable history, free of major crises (financial or otherwise). It has evolved gradually within its financial means, and continues to deliver a number of consistent activities on time.

CASID's organizational budget has grown over the past two decades, mostly from sources other than its membership dues. That is somewhat unusual for small, interdisciplinary associations (see sidebar). IDRC has provided considerable financial and moral support to CASID since 1992; despite efforts to diversify its sources of revenue, CASID is very reliant on IDRC support.

The Survey of the Canadian Learned Societies suggests that of the surveyed associations, 84% indicated that their main source of funding was membership dues. For smaller associations membership dues account for 96% of total revenue.

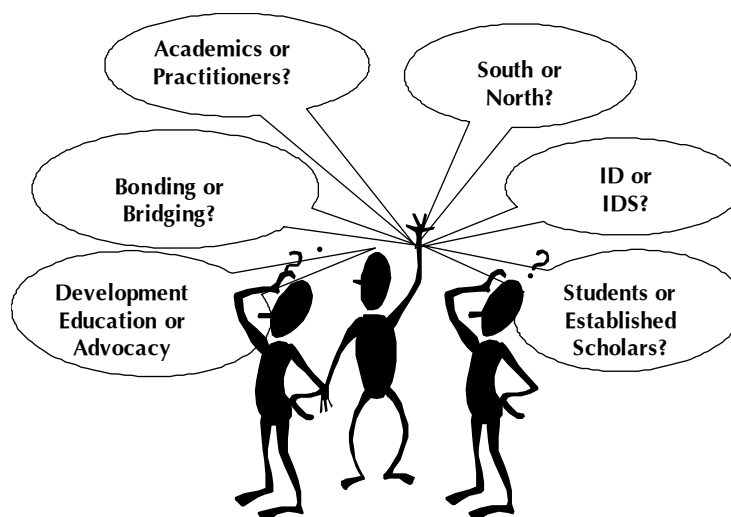
**Renewing Scholarly Associations, CFHSS**

CASID relies almost completely on a dedicated group of members who volunteer their time to carry out CASID activities. Its most active volunteers have been steadily involved for at least ten years. Members tend to focus their energies on operational rather than strategic activities.

**Finding 2: CASID members have different perceptions about, and expectations of, the organization.**

During its early years (1984-1992), members report that they shared a common understanding of CASID's key purpose: to support development of IDS in Canada. Over the past decade, there has been some turnover in CASID membership, and the context for ID and IDS has changed considerably (see Section 3).

Interview and survey data indicate that CASID's members currently have different perceptions of CASID's role and expectations about its membership structure, focus and performance.



<sup>3</sup> According the data on Scholarly Association, all associations with membership below 225 are considered small. See Page 8 of the *Renewing Scholarly Association, Knowledge Networks for the Next Generation*, [http://www.fedcan.ca/english/pdf/projects/Scholarly\\_association.pdf](http://www.fedcan.ca/english/pdf/projects/Scholarly_association.pdf)

To the best of our knowledge, these differences are latent and have not affected CASID's day-to-day operations, largely because CASID focuses on operational activities. These differences in understanding, if explored, could provide CASID with interesting opportunities and perspectives upon which to launch its strategic planning exercise. As new members join CASID, the identity of the organization may be at risk if there is no common understanding about its purpose and vision. CASID's newer members indicated both in interviews as well as in their survey responses that they were less clear about its identity and focus.

### 3. External Context

This chapter summarizes information on the external context in which CASID operates. It identifies current and future opportunities and challenges in the areas of international development and international development studies, as well as contextualizes the work of CASID as a Canadian scholarly association run mainly by volunteers<sup>4</sup>.

#### Chapter Summary

Global events have fanned interest in international development issues, as witnessed by the growth in the number of organizations devoted to international development and international development studies. However, there remains a need for more research and improved policy and practice in addressing development issues. Linkages between research and policy as well as practice are at times lacking. At the same time, there is a proliferation of organizations - practitioners, policy makers, advocacy and academic - working in international development. Consequently, they just as often end up competing for limited resources as they collaborate. Having said that, collaboration has been improving not only among Northern scholars but also between North and South. Recent advancements in technology are facilitating long-distance collaborations as never before. This context creates an opportune time for CASID and similar organizations in this sector to advance development research, practices and/or policy across organizations, sectors and regions.

On the other hand, the context for CASID includes its characteristic as a volunteer-run association benefiting from members' involvement and engagement, while at the same time facing the challenges inherent in such a management system. While members of volunteer-run organizations are usually dedicated to the organizational mission, they need to balance their input to the organization with other demands on their time (i.e. careers, family life etc.) This tends to constrain what and how fast certain activities can be carried out and how frequently the organization may reflect on its relevance and goals. Academia-based organizations face additional challenges as they try to marry theory-based research with a practical focus on policy and practice. The context for scholarly associations has changed with Canadian demographics and funding cuts. This suggests the need for changes in the way academic associations are run and organized, and in their perceptions of their role.

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<sup>4</sup> Definition of Volunteer: A person who volunteers; to volunteer is to choose to act in recognition of a need, with an attitude of social responsibility without concern for monetary profit, going beyond what is necessary to one's physical well-being. From Susan J. Ellis and Katherine H. Noyes, in *By the People: A History of Americans as Volunteers*, Philadelphia, 1978



**Finding 3: Global events have fuelled interest in international development over the past decade.**

Global issues - development issues in particular - have become more visible both as a result of instantaneous communications and also because Canada has a much larger immigrant population from developing countries than was true in the past. Increased media attention and coverage of those events speak to a new and growing interest in international issues. This interest has fostered interest in ID among the public, policy makers, practitioners, and researchers regarding how to address development problems in a comprehensive and sustainable manner. This constitutes a change from the time of CASID's first evaluation in 1996, when interest in international development was waning.<sup>5</sup>

**Recent global events**

"September 11" and the ensuing invasion of Afghanistan, including Canada's military involvement  
The 2005 Tsunami in Southeast Asia  
War on Terror  
The global HIV/AIDS epidemic, other global health threats such as through Avian Flu  
Disasters such as the earthquake in Pakistan, or the mud slide in the Philippines  
Make Poverty History campaign 2005

The complexity of global economic, political and social change has convinced leaders in key sectors that social sciences and humanities research is vital to building a just, prosperous and culturally vibrant world. This understanding is driving an explosion of research outside the academy—in government departments, museums, and in not-for-profit and voluntary organizations.

Knowledge Council, SHRC, 2006-2011

**Finding 4: The number of organizations working in international development creates opportunities for networking and exchange, but at the same time leads to competition for resources, members and niches.**

Researchers, practitioners, and others interested in exchange and networking in the area of ID enjoy a broad choice of national, regional, and international organizations involved in the creation, dissemination, and exchange of knowledge on ID. A few selected ID organizations, both Canadian and international, academic and practitioners, think tanks, etc. are presented in Appendix VI. While the list is not

exhaustive, it reflects the wide variety of players in ID in the world today. There are many international institutes, organizations, and associations in the area of international development research. There is also a multitude of policymaking bodies and

practitioners working towards finding and implementing development solutions. These organizations produce numerous, highly respected research or policy papers on international development issues

globally. While in most fields of academic endeavour American associations constitute the greatest competition for Canadian academic associations, this is not the case in ID (see sidebars).

Canadian associations have always had to compete with their counterparts in the United States. Indeed part of the reason for their existence is the national need to create knowledge about Canada and the need to support Canadian researchers.

From *Renewing Scholarly Associations*, CFHSS, 2005

The American academy has not distinguished itself in the field of International Development.

**Quote from the Focus Group**

<sup>5</sup> Millson, Noel, Report of the Institutional Evaluation of CASID, 1996, p10.

Hundreds of organizations work in the area of international development – including research institutions (such as universities, think-tanks, and research centres) and organizations involved in the practice of international development. These organizations provide similar activities and offer opportunities for knowledge exchange in general or on specific topics in ID. While some of them are purely academic learned societies focused on specific issues (political science, economics) or regions (Asia, Africa), others try to reach out to various stakeholder groups and conduct research and advocacy for specific issues or solutions; finally there are those that aspire to eradicate poverty and create an equitable world through implementing projects and programs on the ground.

The existence of such a variety of organizations presents opportunities for organizations and individuals interested in ID:

- For researchers and academics in the North and South there are a number of opportunities to access and share knowledge, publish research, and network.
- The large number of similar, yet not identical, organizations creates opportunities for collaboration, synergies, and strategic linkages among organizations, practitioners, policy makers, researchers, Northern and Southern organizations, etc.
- There are countless publications on research, policies, practices, and other materials that may be accessed, frequently for free, on the Internet, in libraries, etc. to support learning, policy and practice in international development.

On the other hand, the significant number of NGOs, research institutions, and associations involved in ID, tends to increase competition for limited funds, and for the attention and support of target stakeholders – members, participants, contributors, or donors. Both at the national and international levels, these developments make it important for organizations working in ID or IDS to clearly define their profile, mission, targets, objectives and offerings to specify the niche that makes their organization distinct from others in the field.

**Finding 5: Academic associations, or “learned societies,” range in size, focus, and disciplinary affiliations or commitments and they all face an environment that requires adjustments and reflection on the role of such organizations.**

The purpose of learned societies is to foster the development and growth of specific disciplines or areas of study, frequently ahead of the formal recognition by academy. Scholarly societies are one of the most effective ways in which a discipline or an area of study can achieve legitimacy and visibility within the academic community and in the public domain. In Canada, scholarly associations have evolved together with the development of disciplines and specializations.

Associations are not a “small tight-knit support group indispensable to one’s identity, but a society of persons who are burdened with to some extent similar difficulties and wish to face them together.

Renewing Scholarly Associations, CFHSS

Learned societies have typically enjoyed a national focus; this is true of Canadian scholarly associations whose mandate includes the creation of Canadian knowledge and to support Canadian research. In the 1990s the reduction in the number of academics, with the resultant decreases in association memberships, and with reduced support from SSHRC, created a challenging environment for many domestic learned societies.

## Organizational Characteristics of Academic Associations

A recent publication from the Canadian Federation of Humanities and Social Science, *Restructuring Academic Associations*, presents the profile of Canadian HSS academic associations.

- Population of academic associations in Canada (93)
- 70 learned societies members of CFHSS
- Total 20,350 members, 5 505 students (27%) with an average of 295 members
- Size (see sidebar for explanation):
  - Small – 67 (72%)
  - Medium– 11 (12%)
  - Large– 15 (16%)
- Focus:
  - Humanities – 41 (42%)
  - Social Sciences – 39 (42%)
  - Both – 13 (14%)
- Type:
  - Disciplinary – 30 (32%)
  - Sub-Disciplinary - 21 (23%)
  - Inter-Disciplinary – 29 (31%)
  - Multi-Disciplinary – 13 (14%)
  - Organizational Status
- While 60% (25/42) of the associations are registered as a charity or non-profit organization, only 45% (13/29) of the small associations had such status.
- Nine associations (9/42 or 21%) have a corporate or strategic plan or a “vision” statement, of which four were small associations. None of the humanities associations (0/24) has a corporate or strategic plan or a “vision” statement. Membership dues are main source of revenue for 89% (39/44) of the associations. The fees vary between \$20 and \$193 for regular membership, and \$10-\$52 for student membership. 87% of the associations (39/44), mostly medium and large associations, receive funding from SSHRC. The small associations receive less support from SSHRC, with 17% (5/29) reporting they did not receive any funding. Only seven associations reported funding from government organizations other than SSHRC.

Small associations – up to 224 members  
 Medium-sized associations – between 225 and 649 members  
 Large Associations – over 650 members

Major characteristics of academic associations we outlined in the study *“Reinventing Scholarly Associations.”* The information is based on a survey of 45 associations and is presented in Appendix VII. The table summarizes the general findings and highlights selected characteristics of small associations. This picture will assist us in setting the stage for an evaluation of CASID’s current capacities and activities. (Additional statistics may be found in the report itself.)

## Role of the Learned Societies

Academic associations play a role in the following:

- Fostering excellence in research and teaching, providing legitimacy to the field. Scholarly associations set standards and provide peer review processes.
- Development of a network of scholars (see sidebar), raising the profile of members, supporting members at various stages of their careers and providing financial support to those in need.
- Introduction and development of new scholars. Academic associations introduce new scholars to academic life, and provide a network for new scholars within and across the disciplines and research areas.
- Encouraging the development and dissemination of research and new research ideas among scholars. Typically, scholarly associations host periodic meetings for presentation of papers and discussion. In Canada, journals are the main way of disseminating research. There are over 100 scholarly journals in Canada, half of which are produced by the academic associations.
- Providing space for ex-academics involved currently as practitioners outside of academy, such as development agencies and research institutes.

"Learned societies establish and maintain connections: connections among scholars across a large number of institutions, and connections between these scholars and a broad array of resources for research, teaching, and other professional activities. This is particularly worth noting here because the context within which scholars work is characterized much less by connection than by fragmentation and separation. In this context of disconnection, learned societies are an unusual countervailing institution."

Reinventing Scholarly Associations, CFHSS

Students represent approximately one-third of the registrants for Congress each year.

International participants total 10% with approximately 6% of all delegates coming from the United States and the other 4% from other countries.

Of all delegates, approximately 6% indicate their language of instruction as French.

From *Renewing Scholarly Association*, CFHSS

Two of the widely debated functions of the scholarly association are advocacy and policy influence. Many members of learned societies provide objective, independent, expert advice to governments and the public, as they are independent of political and commercial interests. As well, scholarly associations often endorse a position statement, mostly related to development of research and their area of study (such as requesting government to create a particular program or a call for greater research funding). However, whether the association should play an activist role and take a policy position or attempt to influence public policy in the area of its studies has been debated for decades by learned associations here and elsewhere. Generally, it seems that the societies have repeatedly chosen not to proactively engage in political or policy-making arenas. However, one does find a range of behaviours across learned societies with respect to their self-determined advocacy role. Learned societies extend from those that are reticent to do more than supply expert information on which decision-makers might formulate policy to those societies that are more activist in disciplinary orientation (as for example environmental studies) and therefore more inclined to provide their members (as distinct from the society itself) with opportunities to influence public opinion and policy.

A brief description of some learned societies, Canadian and international, is provided in Exhibit 3.1. This exhibit, which presents the mission and objectives of some learned societies, demonstrates the variety of their focus and the level of engagement in policy and advocacy work.

### Strengths of Academic Associations

The value to the members of academic associations includes their identifying and gathering together in some way with scholars with similar interests, and as a result facilitating their networking and creating a support system for peers, graduate students and new scholars. Further, membership in a learned society increases awareness of the discipline among members and non-members.

Associations provide means for dissemination of knowledge, research, and experience and for linking together people from various cultural, linguistic, and geographic backgrounds nationally and internationally. These benefits are greatly enhanced within interdisciplinary associations.

The work of many engaged volunteers also constitutes a source of strength for such associations. These members work for the organization to facilitate its smooth functioning and to ensure that it continuously delivers services and activities.

### Challenges for Academic Associations

Learned societies face several important challenges:

- Need to find balance between the “pure” research and “applied” research;
- Mission statements which are often too broadly defined, leading to an overlap of purpose with other organizations;
- Some associations mix people representing various disciplines and interests that are represented by more specialized societies. While enriching, this is potentially divisive. Participation in interdisciplinary association is often secondary to participation in more specialized associations;
- A small membership base was also identified as a weakness (see sidebar). Recruitment and renewal is a continuing challenge;
- Attracting membership from outside of academic circles is both a challenge and an opportunity for several associations; and
- Ensuring that journals and conferences are funded and supported. This is quickly becoming a critical issue given the movement towards open access for academic journals and those of smaller associations.

In 1991, membership in 43 associations totaled 21,014. By 2000, these same associations had a total of 16,843 members, or a decrease of 19.8 %. Smaller, sub- or inter-disciplinary groups have fared most poorly in the 1990s.

*Renewing Scholarly Associations, CFHSS*

### **The Future of Academic Associations**

The future role of scholarly associations looks promising given the focus on knowledge and creating knowledge-based organizations and evidence-based policies. There is an emphasis either on creating “knowledge clusters” around the discipline or an interdisciplinary focus, which can provide more opportunities for others, both within and outside the academy, to engage in their discussions.

Scholarly associations now have an opportunity to consider their future role. This includes considerations of new modes of organization, new ways of convening scholars, and a reform of SSHRC’s support.

**Exhibit 3.1 Canadian Academic Associations – Mission, Services and Activities**

Organization	Mission	Board	Funding Sources	Activities	Services to Members	Advocacy	Policy Influence
Canadian Asian Studies Association Some bilingual materials but not all	The Canadian Asian Studies Association (CASA) is a national voluntary, non-profit organization, which seeks to expand and disseminate knowledge about Asia in Canada.	All academic	Asian foundations CIDA IDRC	Conference Book Review. Books currently awaiting review are listed and interested parties request a book for review. List of Monographs (mostly old) Linked to Journal of Historical Sociology co-edited by representatives of US, Canada and UK Travel Grants for students Best graduate student paper – \$200 prize Best Canadian PhD Dissertation on South Asia \$1000 scholarship	List of Fellowships – links to foundations, research councils, scholarship programs Employment Opportunities (limited) Thesis which lists PhD and MA theses (years unclear. The latest year presented is 1997) Links to other associations/ organizations with focus on Asian studies List of courses in Asian Studies (old) List of members of the Association as well as the three member Councils with address and expertise of each member Resources on Asia countries compiled and available Newsletter to inform specialists in Canada about concerns, events, debates, research, including graduate research to help the development of a network of Canadians, and motivating new collaboration between them.	No	No
Canadian Association of African Studies	An organization of Africanists brought together by common goals. Objectives: to promote the study of Africa in Canada; to improve Canadian knowledge and awareness of Africa; to facilitate scholarly scientific exchange and strengthen linkages between the Canadian and African scholarly / scientific communities.	Board exclusively academic	IDRC for Secretariat,(CC ASLS)	An Annual Conference held on a different Canadian university campus. Journal: 3 issues per year with distribution 1/3 Canadian, 1/2 American, and 1/6 other international. Student prize of \$100 for best graduate paper Joel Gregory Prize for best publication among recently-published books on African studies by Canadians or others who have studied in Africa	An ongoing affiliation with the African Studies Association (ASA) in the USA. An online newsletter (four issues per year) on the web. Announcements, opinion and experiences, positions, resources on African studies, reviews, campus news, new theses on African studies A secretariat List of Fellowships related to African Studies List of members of CAAS	No	One of the objectives of the CJAS is to promote African studies in Canada for the purposes of social policy.

## CASID Organisational Assessment

Organization	Mission	Board	Funding Sources	Activities	Services to Members	Advocacy	Policy Influence
The Canadian Association for Latin American and Caribbean Studies (CALACS)	Purposes: To facilitate networking and information exchange, in Canada and abroad, to foster especially within Canadian universities, colleges, and other centres of higher education the expansion of information on and interest in Latin America and the Caribbean; and To represent the academic and professional interests of Canadian Latin Americanists.	Board academic	IDRC for the Secretariat Canadian Foundation for the Americas (FOCAL) for the outstanding dissertation prize	CALACS conferences are held every 18 months. The association sponsors thematic workshops and events with other Canadian area studies associations. Canadian Journal of Latin American and Caribbean Studies Prize for the outstanding dissertation on Latin America and the Caribbean done at a Canadian university (\$1000)	Association publishes a newsletter biannually Membership directory with address and specialization (significant number of members from USA and from South American countries – about 10% of members)	No	No
Development Studies Association (UK)	Aim: to promote advancement of knowledge on international development. Works to connect and promote the development research community in UK and Ireland. Improves links and information exchanges between members, represents members in consultations and brings their work to a wide audience of prospective students, partners and donors. Shares information on development research and training; encourages interdisciplinarity.	Board academic with participation of research council Development agency (DFID), NGO liaison, activists, think tanks	ESRC for funding annual research student workshop (focus on methodological rigour) Budget – about 55000 Pounds	Development of institutional members from developing countries to facilitate research and other partnership between UK and developing country institutions and capacity building in the future. Offer to students Membership and linkages with European Association of Development Research and Training Institutes	Workshops on how to work with DFID funded research Consultations of DFID White Paper (2006) and on DFID research program Resources from members Bulletin (4000 individuals) like a Newsletter – publications and resources from other organizations in regards to ID and IDS, opportunities for students. Publishes recent papers from members, and study group meetings Jobs and Grants advertised Directory of members (individual and institutional)	Promote interest of member organizations which have impact on the development studies community (DFID, ESRC and HEFCE)	Influence DFID policy though comments on the White Paper on Development (2006)



**Finding 6: Dialogue among researchers, policy makers and practitioners involved in ID is still limited, but needed. Organizations that can bring such groups together have the potential to play effective and valuable roles.**

The consensus emerging over the past decade is that the potential advancement of international development depends on there being more effective linkages among research, policy development, and practice. Key linkages that remain underdeveloped include:

- **Research - Policy**

**Dialogue** While many government agencies and departments responsible for international development express their intent to base development policy on external knowledge and expertise, current practice does not always reflect this intention. Instead,

Today research knowledge is taught in university classrooms, published in academic journals and books, and shared at academic conferences. On an ad hoc basis, research ideas, discoveries and knowledge trickle into the public forum through the media and through the work of research consultants to government or private-sector organizations. But these activities don't go far enough in getting research knowledge to Canadians—they do not give us the systematic interaction between the research community and the rest of society that will guarantee that excellent research knowledge reaches the people who need it.

Knowledge Council, SHRCC, 2006-2011<sup>6</sup> page 10

many ID policies are determined without input from external sources. The challenge facing academics, subject specialists and country experts on one side, and policy makers on the other, is to find creative ways for research to influence the public policy debate so that valuable knowledge accumulating in the academic arena can make the leap to practice and can change lives (see sidebar).

- **Research – Practice Dialogue** Creating linkages between ID researchers and practitioners

is increasingly seen as relevant and beneficial for both sides. Many argue that research should have some practical application. ID practitioners increasingly need to conduct research in response to demands for accountability and organizational learning in finding best practices (see sidebar). On the other

Often it seems that researchers, practitioners and policymakers live in parallel universes. Researchers cannot understand why there is resistance to policy change despite clear and convincing evidence. Policy makers bemoan the inability of many researchers to make their findings accessible and digestible. Practitioners just get on with things. Yet better utilization of evidence in policy and practice can help save lives, reduce poverty and improve development performance. For example, the Government of Tanzania has used the results of household disease surveys to inform health service reforms with the result that infant mortality was reduced by 40%.

**Bridging Research and Policy in International Development (RAPID) Briefing Papers p.1 Oct 2004**

hand, the learning that takes place in the development projects and programs also needs to be used by the academic researchers. At present, effective linkages between research and practice often suffer from perceived or real differences between the two groups. A lack of common language and different understandings of the values of applied vs. theoretical research continue to reinforce these gaps.

<sup>6</sup> Knowledge Council, SHRCC, 2006-2011 [http://www.sshrc.ca/web/about/publications/strategic\\_plan\\_e.pdf](http://www.sshrc.ca/web/about/publications/strategic_plan_e.pdf), page

Despite the recognized need, creating linkages among these varied stakeholder groups remains a challenge in ID. Organizations that aim to bridge these gaps currently struggle to reach out to non-traditional partners. Although forging such ties will be slow, the effort seems justified by the significant benefits anticipated from the collaboration of such stakeholder groups (see sidebar).

**Finding 7: At present, the creation of effective North-South linkages for ID is limited by the ability of both sides to find functional ways to work together for international research.**

The current ideological impetus among ID researchers and practitioners is to build capacity among recipients of international aid so that indigenous groups can assess their own needs and develop local initiatives to best serve those needs.

As it is stated in the research done by Association of Universities and Colleges in Canada (AUCC) on the state of the international research at Canadian universities, there is a huge interest in working together with Southern partners in finding solutions for development problems through common research (see sidebar).

According to AUCC's Directory of Canadian Universities, there are more than 165 research centres or institutes at 40 Canadian universities across the country that have an explicit international focus across a range of fields. On average there are three to four research centres/institutes with an international focus at each of the forty institutions; many of these have links already or are interested in pursuing relationships with Southern institutions and researchers.

From: **IDRC Canadian Program Strategy, 2005 p. 4**

However, the flow of expertise remains largely one directional, with technical assistance mainly delivered from North to South according to practices that were pursued over the last 50 years (see sidebar).

In many ways, this (new) policy agenda challenges the development prescription (...) and derails the North to South conveyor belt of technical assistance that dominated earlier approaches to delivering official development assistance.

**David O'Brien, University-Government Policy Linkages, CJDS, 2005, p 132.**

There is a need for both the North and South to learn from each other to support improvements in both hemispheres. At the same time, there is also a need to support indigenous research capacities so that the South has equal opportunities to participate in research. Indeed, this has been IDRC's focus since its very inception. Organizations that aim to reach out and question the 'help' paradigm are all the more relevant.

**Finding 8: The growth in the number of reputable journals focused on International Development increases the pressure on existing journals to be distinct.**

Several reputable journals, published in both the North as well as the South, address international development issues (See Appendix VIII). A large number of them are interdisciplinary in approach. Most of these journals aim to encourage dialogue between academics/researchers and practitioners by presenting a variety of views and approaches, and publishing the findings of cutting-edge research; in doing so, they inform and spur dialogue and debate between Northern and Southern stakeholders. These journals are published by various organizations including associations, institutes, universities, and international development agencies. While there may occasionally be slight variances in their emphases, there is considerable overlap in the topics these journals cover and audiences they target. International development issues are also covered by journals linked to core discipline associations and/or geographical areas.

In addition to Northern-based journals, an expanding field of Southern journals published by universities, associations, and think tanks create a network of Southern publications open to researchers, academics, and practitioners based in developing countries. While we are not in a position to assess the quality of these publications, they do have an advantage of working directly in developing countries and benefit from that closeness to the field. In the future, as such journals grow and develop, Northern journals may have to find ways to collaborate, or compete, with them. In addition, Southern journals are currently subsidised by donors, and a majority of them are distributed free of charge.

There are a number of journals currently being published in Canada in the area of international development. In addition to CJDS, these include journals of some area studies associations (e.g. the Latin America and Caribbean Journal, the Journal of African Studies). The Carleton University Foreign Policy Journal also

addresses international development issues. At one point, CIDA published the Journal for Policy and Practice, but has since discontinued its publication.

However, an interdisciplinary approach to international development is represented by only one Canadian journal, namely the CJDS. Yet, although the CJDS seems to have carved

While younger generations of IDS scholars are emerging, the interdisciplinary nature of IDS appears to be a handicap in their achieving recognition, tenure and promotion in a number of universities. IDS relies on teachers and researchers grounded in particular disciplines. Publications in specialized journals in the field of their original degree specialization tend to be given more weight than in multidisciplinary journals. Support for the establishment of interdisciplinary programs and departments has been patchy, as reflected in the difficulties in accessing resources in some universities despite the strong demand from students.

Source: *White Paper on IDS*, CASID/NSI, 2003.

out a unique niche for itself, it is not immune from pressures from other developed or developing country journals in the ID field, especially in this age of instantaneous communications.

Thus, while there are a significant number of journals dealing with international development issues and they appear, for the time being, to be able to co-exist, there is a danger that with a growing number of journals only those that are most relevant will be read and referred to, with a concomitant rise in their subscription revenues. In such an environment, journals, which fail to convince readers of their relevance, will perforce, lose market share and fall by the wayside.

**Finding 9: The rapid expansion of affordable information technology provides immediate and increasingly free access to information, which is especially important for international development professionals.**

Organizations in the area of international development are called upon to transmit information to their stakeholders – both domestically and internationally. The rapid expansion of affordable electronic technology has made it considerably easier for these and other organizations to share knowledge among geographically disparate groups. Over the past decade or so, rapid advances in the Internet, e-mail and cell phone technology have opened up global communications. While not replacing the need for personal interaction and contacts, this technology can assist organizations in their programming and administration.

Furthermore, the Internet has provided interested parties new options for accessing international journals. In addition to offering individual and institutional subscriptions along with the option to purchase hard copies of issues, the established, mainstream international development bodies now offer their journals online (see description of the means of distribution for ID journals in Appendix VIII). This allows readers not only to access current and past issues as needed but to do so readily

from any location. Some online journals are even available free of charge through the *Open Source* initiatives supported by donors and governments.

On the other hand, a number of Canadian journals have yet to make themselves available on line. Being delivered by the regular postal service, they are costly to distribute and less convenient to access (if accessible at all) by potential Canadian, and especially foreign, readers. This presents a potential threat to the viability of such journals over time.

Brief review of the African journals in the area of international development (and others) suggests that journals are available at no cost through Open Source publishing to people from designated countries, at subsidized rates for middle-income countries, and at full rate for developed countries.

**African Journals on Line<sup>7</sup>**

**Finding 10: Over the past ten years, International Development Studies Programs in Canada have expanded and are becoming more established in academic circles.**

The study of international development is a relatively young academic field in Canada. Since the 1970s, IDS has experienced considerable growth and is increasingly recognized for its value. Organizations involved in and promoting IDS enjoy greater prominence and credibility than they did twenty or even ten years ago. Among the key changes over the last 10 years are:

- An increasing consensus that linkages among disciplines create valuable knowledge for research that addresses problems of broad social and geographic scope (see sidebar);

No single research institution can command all the tools necessary for problem-oriented research. More urgently, no single discipline is likely to be adequate to the task. Lone researchers face a serious challenge and teams become the norm for strategic research.

**Strategic University Research<sup>8</sup>, Centre on Governance, U of Ottawa**

- A growing interest in and demand for IDS courses and programs among students, leading to increased opportunities for professors and other academics from a range of disciplines with an interest in development issues;
- An increasing number of Canadian universities offering IDS at undergraduate and graduate levels, and introduction of an inter-university PhD program; and
- A number of Research Chairs that support ID research (see sidebar), which have increased from zero to three. While not a significant increase, it is evidence that ID research is gaining relevance for the research-supporting bodies in Canada.

In the Canada Research Chairs (CRCs) program ninety-four chairs (or 8% of those funded to date) have an explicit international dimension in terms of themes, scope of research, international partnerships, comparative research, or focus on trans-border issues. In a more focused count, 28 Chairs appear to have real potential for connection with the global South and 11 are focused primarily on developing countries. At least three have been devoted to IDS

**IDRC Canadian Program Strategy, 2005, page 4**

<sup>7</sup> African Journals on Line, <http://www.ajol.info/browse-journals.php?tran=0>

<sup>8</sup> Strategic University Research: from Enabling Technologies to Problem Areas, Centre on Governance, University of Ottawa, <http://www.optimumonline.ca/article.phtml?id=232&page=6>

At the same time, the inter-disciplinary nature of IDS remains a limiting factor when approaching universities or colleges for financial support, faculty support, or professional advancement. Specifically, as mentioned in the White Paper and in interviews with almost all academics involved in IDS, the field is still not widely

Members of CCUPIDS are engaged in training and educating future generations of development scholars and practitioners in Canada. The central objective of CCUPIDS is to strengthen the position of International Development Studies programs in Canadian universities through greater dialogue and collaborative efforts between individuals and groups associated with these programs. Especially, CCUPIDS seeks to increase the opportunities for closer connections between international institutions supporting development-related initiatives and organizations and universities in the Third World engaged in similar educational initiatives. (Source: CCUPIDS Website)

acknowledged as a legitimate area for academic pursuit. Furthermore, those practitioners already involved in its study are not at all sure that IDS should become a stand-alone discipline. Focusing on IDS presents fewer opportunities for publishing and presenting research at conferences, or obtaining professional advancement and research grants. As a result, academics interested in IDS often keep 'a foot in the door' of more established disciplines and related mono-disciplinary or geographically focused associations to advance their careers. Interdisciplinary associations may find themselves at a disadvantage in terms of attracting members, as they compete with disciplinary or geographic associations for adherents.

As a field of academic study, IDS focuses on providing experiential learning to students so that they are able to perform functions in NGOs or intergovernmental bodies. It is especially important for students learning the international development approaches to enable them to experience the developing world first hand.

**Finding 11: Volunteer-run organizations enjoy benefits and challenges peculiar to this highly specific management model.**

Within the civil society sector and in academic associations in particular, organizations differ widely in terms of their management approaches. Some are run by paid managers and have a sizeable staff. Volunteers run others. Organizations that depend on the time and effort of members who volunteer – most of whom have other full-time or part-time jobs and other obligations – are constrained in what they can do and how fast they can do it. To put this in perspective, and to situate the challenges that CASID faces in their proper context, we have briefly examined the opportunities and constraints that volunteer-run organizations face in their governance and management.

On a positive note, volunteer operated organizations have the advantage that they can make 'a little money go a long way.' They can allocate more funds to actual activities and services as they have virtually no (or very modest) personnel costs. Moreover, often considerable synergies are created when members come together to manage the organization to which they belong.

However, volunteer operated organizations also encounter constraints:

- Overall there is less funding available to support such organizations and this funding frequently comes with strings attached, such as increased focus on results-based management, accountability, monitoring and reporting and so forth;

- These organizations can have difficulty fulfilling managerial and administrative tasks – such as applying for funding and responding to monitoring and reporting requirements (see sidebar);

Organizations report that government funding available to not-for-profit organizations has become more short-term, more competitive, and less predictable with support being targeted to programs and projects and little funding available to support overall organizational capacity. At the same time, the administrative burden associated with acquiring funding, reporting on funding, and mandated collaborations is increasing. This poses challenges for volunteer-operated organizations with limited administrative capacities.

**Imagine Canada, The Canadian Non Profit and Voluntary Sector in Comparative Perspective (2005)**

- These organizations tend to require more calendar time for planning, decision-making and organizational innovation, which can make them less able to quickly adapt to changes in their environments. One reason for this is the limited time that volunteers have to give. Another is the tendency for communication channels to be complex in virtual and voluntary organizations. Finally, in such organizations consensus-based decision-making, which is a laborious process, is the rule;<sup>9</sup>
- Canadians are increasingly worried about the use of their time. Participation in such organizations is much lower than it was 20-30 years ago. As a result it is much harder to attract members to run and participate in volunteer organizations;
- The author of the Project Canada Survey, R. Bibby, concluded that Canadians are “really selective about where we are going to spend our time. It’s almost a matter of cost-benefit concerns.” It means that the organizations may suffer if they do not provide value for members; and
- In volunteer-run organizations 20% of the members typically volunteer for work in the organization, its activities and services. Hence, the risk of burnout and ‘overuse’ of members is real. The challenge for these organizations is to expand their membership and the pool of volunteers who are passionate about the organization and willing to contribute to its management and operations.

Participation in service-related groups has dropped from 22% in 1975 to 12% in 2005. ‘In every endeavour we want to know what’s in it for us’ (p.39).

**R. Bibby of the University of Lethbridge, Project Canada survey (2006)**

For all the reasons cited above, it is more difficult to run an organization using the volunteer model. While it is expected that all organizations strive to do their best, the systems, processes, and procedures of volunteer-based organizations act as a constraint upon their growth. Moreover, they frequently lack the incentives that for-profit organizations can offer. As a result, such organizations may have to work harder to attract members and mobilize volunteers to fulfill their mission.

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Barkan, Terrance A., Association Global Services, in: Strategic Review of Association Development, International Trends, Issues and Options. <http://www.asaecenter.org/PublicationsResources/whitepaperdetail.cfm?ItemNumber=12241>

## 4. Status of the 1996 Evaluation

The purpose of this section is to summarize the recommendations of the 1996 Evaluation and the subsequent actions taken by CASID. The analysis of the progress suggests that while CASID has implemented some recommendations that the organization considered crucial, such as the improvement of the relationship with the Journal and member communication practices, it has only partially improved its financial viability. Moreover, CASID has neither implemented the strategic visioning exercise nor has not re-introduced the membership directory.

**Finding 12: While CASID has made progress in addressing some recommendations from the 1996 evaluation, important issues remain to be addressed, particularly in the areas of strategic management, alignment of activities, resource mobilization, and membership expansion.**

In 1996 CASID was evaluated for the first time. The evaluator made several recommendations to assist CASID in improving its organizational capacities and performance (see Appendix IX for a summary of the status of evaluation recommendations).

Analysis conducted for this current review suggests that CASID has fully addressed several recommendations made in 1996:

- Significant improvements were made with regard to the relationship between CASID and CJDS. Almost all related recommendations have been successfully implemented;
- CASID has improved a number of its communication practices. It has improved communication with members through the introduction of a website, the use of a list-serve distribution mechanism, and the development of a newsletter available on the website and in hardcopy. However, there remains some room for improvement on the website, which is incomplete and has some outdated information; and
- The CASID Secretariat has been consolidated and is housed entirely at the NSI.

Other recommendations have been only partially addressed:

- While CASID has been successful in securing some additional funding from CIDA for the Annual Conference, revenue generation remains a challenge. CASID still largely depends on support from IDRC. While it has identified several potential donors in a proposal to IDRC, to date none of these have resulted in diversifying its donor base (see section 6.3; and
- While CASID carefully works within its budget and frequently has surpluses, the Association does not pay sufficient attention to efficiencies – e.g. through analyzing cost per member, or analyzing cost alternatives for different activities and types of delivery (see Section 6.4).

Several recommendations have not been addressed at all:

- The suggested Strategic Planning and Visioning exercise has not taken place. Furthermore, there is some indication that the CASID Executive Council did not perceive that such an exercise would be helpful or necessary. (From the interviews and survey data, on the other hand, it appears that some members do believe it would be helpful.) Recently the EC expressed a need for a one-day visioning exercise to be carried out in October (see Section 5.1);

- Members do not have access to a members' directory, an online version of which had been suggested. This limits opportunities for exchange and collaboration among CASID members, as well as their visibility to outsiders with an interest in ID or IDS (see section 6.1 and 6.2); and
- As is reflected in the current evaluation (section 5.2), the recommendation to align objectives and activities has not been addressed.

It is normal that evaluation recommendations are only partially addressed, especially in the context of volunteer-run organizations, where their implementation can often take a long time. In addition, the organization's management chooses which priorities are to be addressed and when. In this case, one might cite CASID's choosing to focus on improving its relationship with the CJDS and improving internal communications, both of which have significantly improved. Nonetheless, we find it surprising that some recommendations accorded high importance in 1996 appear to have been ignored or rejected. For example, the proposed visioning exercise was intended to assist the organization in defining a detailed performance framework with results oriented objectives, outcomes and outputs, indicators and activities. It may have assisted CASID in streamlining its objectives and activities. This issue will be revisited in Chapter 5.



## 5. CASID Organizational Capacities

This chapter provides an assessment of several interrelated organizational capacities that affect CASID's performance: strategic management, governance and management, human resources management, membership management, financial management, resource mobilization, activity management, administration and processes, and partnerships and relationships.

### Chapter Summary

CASID's capacities are in line with those typical of volunteer-run organizations and scholarly associations. Some of its characteristics, however, suggest a much larger organization. While over the years CASID has established many important systems and processes that guide the organization, it also has some gaps in its current capacities that may threaten its long-term growth.

Historically strategic management has not been seen as a priority at CASID. While the organization has established its mission and objectives, the former is more descriptive than visionary, and more operational than developmental. The ambiguous objectives do not provide a clear sense of direction to some of its members or to outsiders.

CASID delivers a number of activities in support of its objectives. The activities tend to support the traditional academic objectives of networking, supporting new scholars, and disseminating knowledge. There are no activities that support these objectives that are focused on partnership and linkages outside academic circles. While CASID plans, delivers and monitors its outputs, it does not measure or report on the achievement of objectives (outcomes).

The CASID Executive Council's roles, responsibilities and practices focus on the delivery of activities, rather than on strategic matters. In order to make allowances for the busy life of its members, the President's tenure is limited to one year; however, this may act as a limiting factor in setting longer-term directions for the organization.

CASID has basic rules and regulations for selecting and managing its volunteers, which, while being loosely followed, enable CASID to attract the members who manage and operate the organization. While not inappropriate, the informal processes may limit CASID's ability to attract members if and as it tries to broaden participation to include less 'traditional' members. As is typical for organizations of this type, CASID relies on a small number of very active volunteers. At present, however, CASID may be not creating and presenting opportunities for participation in the work of the organization as effectively as it could.

CASID's membership has been stable for the past decade and its membership composition has remained largely academic; it is posited that this may be due, in part, to the fact that CASID has expressed mixed messages in terms of its intent to expand its membership to groups outside academic circles. From the 2006 membership survey, it appears that personal contacts are CASID's most successful strategy for attracting new members. Current strategies to expand the membership are geared towards increasing the number of members but will not foster diversification of membership.

CASID manages its finances prudently, typically operating within the budgets negotiated with its donors. CASID's budget is largely based on the estimated costs to deliver activities. In addition to the funds that CASID receives from donors, volunteers contribute their time and expertise. These contributions have not been 'valued' to date.

CASID's decision-making and problem-solving processes involve extensive consultations among members. This is a positive factor, as it provides for transparency and members' involvement; on the other hand, it tends to slow down decision-making. CASID has processes in place to manage most of its activities, but these are much less apparent for the management of CASID itself.

CASID's inter-organizational linkages are currently limited to few mostly operational and ad hoc relationships with other Canadian organizations. The relationship with the University of Ottawa is most fruitful and results in the production and dissemination of academic research. Its relationship with NSI provides CASID with effective operational support. While CASID's relationships have produced limited synergies to date, these relationships contain within them considerable scope for creative growth in the future.

## 5.1 Strategic Management

In this section we briefly examine the extent to which CASID is applying strategic management principles to the management of the organization. Specifically, we consider CASID leadership, strategic planning processes and its current mission.

### **Finding 13: Currently and historically, strategic management is not considered a priority at CASID.**

Strategic management has become the norm in most organizations. This is true in the not-for-profit as well as in the for-profit sectors. On the other hand, it is not typical for academic associations to define their strategic plan (see sidebar). While an organization of CASID's size and makeup may require a considerably less formalized and extensive approach to strategic management, some pragmatically oriented reflection, analysis and planning is nonetheless recommended.

As noted earlier, there is no evidence that the 1996 recommendation to carry out a visioning and planning exercise has been implemented. Until now CASID has assigned a low priority to strategic planning. This may be due in part to the fact that many CASID members view strategic planning as a largely theoretical exercise and a distraction from more useful tasks. All long-term members interviewed (i.e. individuals who have been CASID members for 10 or more years) share a conviction that strategic planning and reflection are unnecessary for CASID as the members already share the same vision. However, interviews with other members, past members, outside stakeholders, as well as narrative feedback from the survey, suggest that CASID members do not necessarily share a common vision or nor are they clear about CASID directions (see sidebar).

9 associations (9/42 or 21%) have a corporate or strategic plan or a "vision" statement, out of which four are small associations. (None of the humanities associations (0/24) has a corporate or strategic plan or a "vision" statement.

*Renewing Scholarly Associations, CFHSS*

#### **Comments that were made regarding CASID directions:**

To what extent is/should CASID be devoted to the *study* of ID, as opposed to ID in general?

What should the mix of CASID members be?

Should CASID have NGO members?

How can CASID be attractive to NGOs with an academic mission?

Does/should CASID support only research and study or also projects?

Do regions/communities in Canada count? I don't often hear CASID taking on issues in northern Canada or on reserves.

I don't know what CASID does!

Recently the organization is focusing more on IDS rather than ID.

In fact, several survey participants that were with CASID during the 1996 evaluation expressed surprise that CASID has not followed on the recommendation for a visioning exercise. Based on the mixed set of members' views about CASID's current and future directions, it could be beneficial for CASID to consider some visioning and planning exercise with its current members, and possibly others. This process may extend over several months and should involve a broad representation of its membership.



During reflective sessions with the Executive Committee, some members noted that the limited number of Executive Council meetings in a year (two in person and one over the phone) is a reason for the lack of strategic discussions. However, CASID could consider other strategies if it decided to engage in strategic planning discussions. For instance, the strategic planning function could be shared between the Executive Council and specific member committees, which would bring items for discussion to the Executive Council or the AGM.

Strategic planning is not a major strength in past years  
It has been a very long time since CASID had any real discussion, board or membership, about vision mission or values. The 1996 evaluation did some of this work but follow up was not great.

**Quotes from the Survey**

It was also recommended in the 1996 review that CASID use its strategic plan to feed the IDRC proposal process. However, this has not occurred, since CASID's strategic planning has not taken place. It may be practical to join these two exercises together before the next IDRC proposal is due, with one process feeding the other. CASID may want to consider striking a strategic planning working group among its members to guide strategic planning activities.



## **Finding 14: Neither CASID's mission nor its objectives provide a clear sense of direction to its members or others.**

It was recommended in the 1996 Evaluation that CASID strive to gain consensus about the vision of the organization (See recommendation 5.1.) Subsequently, as can be seen in the text box, CASID revised its mission statement. CASID members surveyed in 2006, however, are of mixed opinion regarding the clarity of its mission: 55% indicated that it provides clear direction and 45% of the members did not find that the current statement does so effectively.

More detailed feedback from CASID members suggests considerable ambiguity about its mission (see sidebars).

### **Mission Statement**

CASID Constitution (1996): "The goal of the Association shall be to educate and promote an exchange of views on matters of international development..."

CASID website (2006)\*: "The Canadian Association for the Study of International Development (CASID) is a national, bilingual, interdisciplinary and pluralistic association devoted to the study of international development in all parts of the world."

### **Members views on CASID's Mission**

I think CASID's mission is to promote international development studies

We are here to create professional opportunities for networking for academics.

CASID continues to advance International Development Studies (IDS) in Canada

We are purely an academic association.

The mission should be: Association that seeks to contribute to a better understanding in Canada of development issues and of Canada's relationship with Global South.

Comments from Interviews, Surveys, Documents

“Mission” is a statement of purpose. Against this criterion, CASID’s mission lacks a guide to action. In our view, “Devotion to study” is ambiguous; it may not be a strong basis for the formulation of objectives and strategy to guide CASID. Moreover, the mission statement fails to articulate CASID’s purpose, leading one to ask questions such as “study to what end?”

In addition, CASID’s current mission is more descriptive than visionary, and more operational than purpose-driven. As a result, it may not be sufficiently clear to attract new members, or to anchor existing members.

While CASID shares with other scholarly organizations the problem of an overly-broad mission statement, as was mentioned in the section on context (above), it is suggested that CASID review and revise its mission with its members, keeping in mind that this exercise may be time consuming, especially given its current organizational setup.

CASID specified five objectives in its recent proposal to IDRC (see sidebar).<sup>10</sup>

Organizational objectives are meant to provide a focus for an organization’s programming. In CASID’s case, the lack of specificity of some objectives creates ambiguities. For instance: ‘*Advance Canada’s development agenda*’ can be interpreted to refer to policy, practice, study, research, or any combination of the four.

Moreover, it is difficult to identify significant, measurable changes (through either qualitative or quantitative approaches) expected as a consequence of CASID objectives as currently stated. For example, “*Create opportunities for information sharing*” and “*Promote partnerships for collaboration*” do not provide us with a clear sense of what CASID hopes to achieve and be held accountable for. Other limitations with the objectives as currently articulated are noted in Section 6.2 on Effectiveness. CASID’s objectives

## Members Views on CASID’s Mission Statement

The last part of the mission is simply a repetition of the organization’s name. The first attributes are taken as given.

Being devoted to does not say much about what it actually promotes, what its goals are.

I think ‘all parts of the world’ should be clarified more. I do think attention is directed mostly at the developing world or the interaction with the developed world rather than issues that would fall more completely within the realm of study of the developed world.

Mission: too broad and lacking focus.

Direct quotes from Interviews, Surveys, Documents



## CASID Objectives

1. To create opportunities for information sharing and debate among individuals in the academic community, civil society organizations, policy makers and the general public on development issues;
2. To explore possible ways of collaboration with key Canadian development organizations on specific initiatives of mutual interest;
3. To promote partnerships with international development research institutions and NGO organizations in order to actively and constructively advance Canada's development agenda;
4. To support and encourage a new generation of development scholars in Canada; and
5. To strengthen dissemination, communication and outreach activities of both CASID and CJDS.



<sup>10</sup> After consultation with CASID Executive Council representatives, it was established that we should use the objectives specified in the IDRC proposal, as they are the most up-to-date expression of the organisation’s objectives.

as currently stated could benefit from a revision according to SMART principles<sup>11</sup> – **S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**ime-bound. We feel that greater precision in CASID objectives would be beneficial in guiding the organization and to signal its aims to members and outsiders.

## 5.2 Program/ Activity Management

In this section we will examine the specificity of CASID's objectives, the alignment among activities and objectives, and the processes used by CASID to plan, monitor and report.

**Finding 15: CASID delivers a number of activities in support of its objectives; the objectives and activities are more aligned in support of traditional, academic objectives rather than its outreach objectives.**

CASID engages in a number of activities in fulfillment of its objectives, among them the Annual Conference, the Journal, publication of a Newsletter, providing Travel Grants to students, Canadian and Southern academics, Regional Events, Website and a List serve. This list of its activities is comparable with those delivered by large scholarly associations:

- Annual Conference within the CFHSS Congress and Regional Events;
- Journal – CASID produces the Journal for Study of International Development and it is currently analysing an on-line option;
- Newsletter – twice a year, available in hard copy and on the website;
- Directory – CASID produced a directory over 10 years ago, and it is the only activity that is not delivered on par with other associations;
- Website – CASID maintains its website as do almost all associations;
- Student award – CASID provides student awards for best graduate paper;

**Conference:** all scholarly associations organize meetings, conferences, networking opportunities

**Journal:** half of the scholarly associations produce journals

**Newsletter:** 87% of associations (39/45) publish a newsletter including all medium and large associations. 67% (29/43) produce online versions of the newsletter and 63% (25/40) have back issues online which members can read or order.

**Job postings:** 70% (31/44) post job advertisements. The large, social science, discipline-based associations are most likely to post an advertisement.

**Services for New Students:** 10 associations (10/42 or 24%) dedicate services specifically to the needs of new scholars. Most associations (29/40 or 73%) have an award or prize for student members. Several associations receive private funding for these activities.

**Directory:** 73% (33/45) have a membership directory and 95% (42/44) have a mailing list.

**Website:** Almost all associations (37/40 or 93%) maintain a website, only 27% track its use.

**List serve:** 48% (21/44) have a listserv or online discussion.

**On line resources:** Many associations are using online resources, such as online meetings, newsletter and member contact lists and make their journal available online to members/ subscribers.

**Awards:** 49% provide awards to their members. 56% of the associations (24/43) provide prizes to their members. Disciplinary-based associations give more prizes to their members (12/14 or 86%) than the sub-, inter- or multi-disciplinary groups.

**Publication with membership:** For 86 % (37/43) of the associations membership includes publications.

<sup>11</sup> The concept of SMART objectives was first introduced by Peter Drucker in 1957. The concept has been adapted to the developing world with the introduction of results-based management in the 1990s.

- List serve – CASID provides up to date information, including job postings, on the list serve. In addition, it plans to introduce an on-line blog; and
- Travel grants.

As mentioned above, the number of CASID activities is substantial and are in line with those of much larger organizations. In 1996 the evaluator suggested that CASID ought to more closely align its activities and objectives. We reviewed this alignment (see Appendix X) to find that some objectives enjoy the support of a number of activities while others have comparatively little support. The more traditional, familiar and historically-grounded objectives, such as networking between scholars, support to a new generation of scholars and disseminating knowledge, enjoy a much higher number of activities in comparison to those that are focused on linkages outside of the academy.



This review suggests a need for CASID to evaluate the fit between its activities and objectives in a logical framework. It would allow CASID to determine whether the organizational programming is geared to support achievement of its objectives, especially those related to linkages outside the academy. In the past, the Executive Council discussed using a results-based system to structure and manage CASID's programs and activities (e.g. to demonstrate the impact of the White Paper in 2005). It is suggested that CASID extend this line of reasoning to its other offerings.

## **Finding 16: While CASID plans and, to a large extent, monitors, its outputs, it does not measure or report on the achievement of outcomes.**

Over the last 50 years, organizations in the private, public and civil sectors have paid increased attention to outcomes. As demonstrated below, CASID has placed only limited focus on outcomes in its planning or monitoring practices.

**Program Planning:** Every three years CASID presents a proposal to IDRC that outlines the purpose of the support and requests a budget to support the activities CASID will deliver. A comparison of the most recent proposal to the previous one reveals that the quality of the current proposal has vastly improved. The 2005-2006 CASID proposal contains a more sophisticated discussion of

the context, presents a set of objectives, details activities and their rationale. It also outlines the budgetary requirements associated with each activity. As has already been stated, the objectives lack specificity, making it difficult to grasp what CASID

aims to achieve, who the partners are for specific objectives, and what the purpose is of the stated cooperation. It may be difficult for CASID to assess how well it is achieving its objectives. While this may be acceptable for an organization supported largely by its membership dues, CASID receives material support from IDRC; it would be beneficial for both organizations if CASID were able to capture its performance clearly. As an example, when considering the issue of CASID's collaboration with practitioners, both CASID and IDRC need to see the effects of such collaboration apart from the nature of the activities delivered together.

Output: The products, capital goods and services (...), which are relevant to the achievement of outcomes.

Outcome: The likely or achieved short-term and medium-term effects of an intervention's outputs.

### **OECD DAC Glossary of Results-based and Evaluation Terminology**

Objectives two and three are very significant and would perhaps require more specific research or advocacy committees than (as far as I know) currently exist.

It's very difficult to fulfill these objectives with volunteers only, spread nationally. I'm not entirely sure CASID has a detailed, well thought out strategy in these areas.

### **Comment from the Survey**

**Activity Planning:** CASID exercises rigor in planning its activities and services and has developed rules and procedures for managing its different activities. The processes appear sufficient and transparent. Many of the forms are bilingual. Not surprisingly, interviews, observations and the records we reviewed demonstrated that CASID is particularly rigorous in making decisions that touch on academic matters. It applies the same rules and procedures to the selection of participants in conferences, articles for the Journal and assistance and awards to students that are common to academe. These are well-planned and well-executed routines (see Exhibit 5.1)

**Exhibit 5.1 CASID Rules and systems to govern activities and services**

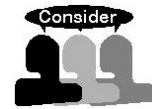
Offering	Rules, Systems, Procedures	Source of Evidence
Conference presentation	Screening of proposals by selection committee	Minutes 1/10/2005
CJDS submissions	Peer review of article submissions	Web site, interviews
Regional events	Selection of regional events checklist	Report of the Past President on Regional Events, May 2006
Student travel grants	Application form and guidelines for acceptance or rejection	Direct observation, interview, survey data
Student essay award	Rules for judging competition	Minutes of 11/02/95 2005-2006 Proposal to IDRC

**Monitoring:** CASID uses less formal monitoring processes to track the progress of its various activities. For example, at present the President gives a brief oral report, as do conference organizers and Journal board members, on the status of activities. The Past-President prepares a brief report outlining activities on the CASID Regional Events and the Regional Champion initiative. While CASID uses some quantitative indicators to measure inputs (e.g. number of participants, submissions, panels, presenters), this data is neither collected or compared systematically nor supplemented by narrative, qualitative information to feed the decision-making processes. A review of CASID reports and other documents suggest that CASID to date has no qualitative or quantitative indicators to measure and report on the achievements of its objectives. CASID fails in the attempt to capture its own performance story, limiting itself to reporting on activities using mainly quantitative data in terms of number of participants or articles published in the journal.

**Reporting:** Periodically CASID submits a status report to IDRC to account for the disbursement of funds received. A review of the most recent 3-year status report reveals that this document provides information on the activities delivered but provides no evidence of the achievement of objectives. While IDRC approved the report and has not raised any issues with CASID about its content, CASID should consider reporting on the achievement of its objectives, and not only on delivery of its activities. The previously suggested exercise to align CASID activities and objectives could be very helpful in this regard. While CASID may well be making difference for the better in the area of international development or IDS, it is less effective in capturing and presenting this story. While CIDA has requested more formal reports on the conference panels, there is considerable variability in the written reports submitted by CASID. Reports reviewed by the evaluators differed in content, detail and completeness. For instance, some of the reports show the number of participants, as requested by CIDA, while others do not; again, some reports present information on the topic discussed and the engagement of panellists and audience, while others do not.



Overall, CASID does little tracking of the benefits that arise from its activities, i.e. the extent to which the activities enable CASID to fulfill its objectives. This lack of systematic data collection and analysis is closely linked to the above-mentioned absence of a comprehensive performance framework and related qualitative performance indicators. As CASID currently does not track any results systematically, it cannot provide effective evidence of its value. Establishment of such a system may be of benefit in any future fundraising efforts and would enable CASID to take credit when and where appropriate. In the 1996 evaluation a simple Logical Framework was developed, which may today serve as a set of very simple qualitative indicators of performance, after some revision.



### 5.3 Governance and Management

#### **Finding 17: CASID members' roles and responsibilities and internal practices emphasize and support the delivery of CASID activities, rather than other strategic matters.**

CASID was incorporated in 1996 and has since had its constitution and by-laws. This is a positive achievement in comparison to other, smaller learned societies (see sidebar). CASID's constitution outlines the roles and responsibilities of the Executive Council.

49% (19/39) of the associations are incorporated (almost all the large associations (7/8 or 87.5%), over half the medium associations (4/7 or 57%). About one-third of the small associations (8/24 or 33%) are incorporated.

**Roles and Responsibilities:** The President heads CASID's highest-level decision-making body, the Executive Council. As defined in CASID's constitution, EC roles and responsibilities focus on the realization of CASID goals, objectives and activities. However, there is little or no mention of responsibilities related to monitoring CASID's context and performance, identifying new opportunities and/or threats, and/or identifying needed changes to its strategic directions (see sidebar). For example, while the President is charged with proposing policies to achieve CASID objectives, s/he is not charged with questioning those objectives. As currently defined, the roles may inadvertently encourage inward, rather than outward looking behaviours among CASID members.

#### **Roles and Responsibilities of CASID Executive Council** **Executive Council:**

To supervise the achievement of goals, objectives and activities.

#### **President**

Chair all meetings

Appoint in Executive Council, members of standing committees

Proposal to the Executive Council of any new measures and policies which he/she may deem necessary to achieve the objectives and activities

**Source: CASID Constitution, 1996**

**Merging of Management and Governance Functions:** CASID Executive Council members volunteer for committees that support the delivery of activities and have some policy input, such as the decision to include Central and Eastern Europe and Newly Independent States as regions of interest for CASID. Given that they are not directly charged with the task of providing strategic direction and given the limited time volunteers have to offer in general, it is not surprising that the Council members do not engage in greater strategic leadership. The organization is not structured to promote such activity.



**Executive Council Tenure:** The Board's tenure is three years, during which the highest officers (Past President, President, Vice President) advance through the ranks one-year at a time in each of these positions. This means that a new person fills the President's post every year. This brief tenure is sensible in that it reduces the burden on the incumbent and provides some insurance against the potential of poor performance. At the same time, such a quick turnover may prevent CASID from moving forward on some agendas. While there is greater consistency in Council membership, as the current Vice-President assumes the presidency and the Past-President remains in the year following his/her presidency, there is a risk that operational, or strategic, decisions made in one term may be dropped or altered the very next year.

In voluntary organizations, especially associations, in which the governance and management functions are entrusted to a single body, strategic leadership and management tend to fall in second place. CASID may wish to think about changing its structure to separate the management and governance functions of the Executive. It may think, for instance, about introducing an Executive Director post or a mini-governance section within the Executive Council. While permanent positions as such are characteristics of larger associations, CASID may wish to examine that option, too, while IDRC is its main donor.



## 5.4 Human Resources Management

**Finding 18: CASID has basic rules and regulations for managing its volunteers but those rules are rather loosely followed.**

Human resources (HR) refer to the individuals who accomplish the work of the organization. These individuals can be paid or be volunteers and can be managed through a variety of processes including recruitment, selection, training, promotion and termination processes. CASID's human resources capacities consist of a) a relatively stable yet variable set of volunteers, mostly in the Executive Council and b) a limited number of paid staff<sup>12</sup>.

CASID's HR management processes are basic, as can be expected of an organization of its size. Our analysis suggests that while CASID has some established procedures for recruitment, selection, etc. of volunteers (Executive Council members, for instance), these rules are rather loosely followed:

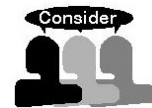
### Human Resources Management Processes:

- Recruitment
- Selection
- Professional Development
- Performance Monitoring and Sanctions

- CASID has a Nominations Committee charged with finding appropriate candidates for the EC as well as disseminating information about CASID to prospective members. However, EC recruitment and selection seems to be based on personal connections rather than formal procedures. As was observed during the 2006 Conference and AGM, candidates for the EC were found (an impressive pool of 8 candidates for the 4 available positions) at the last moment. One CASID member mentioned that he had not been informed that he had been nominated and even though he would be willing to be an EC member, he had no opportunity to present his candidacy. CASID may be losing candidates for EC positions by using these less structured processes. CASID is currently reviewing options for presenting candidatures for EC positions via the list serve.

<sup>12</sup> CASID paid staff consist of student assistants hired by Presidents for specific projects for about 1 day per week. 1.75 day of the NSI secretary as well as the time of the Journal consultants..

- A profile of other similar organizations suggests that members from outside academia – such as student representatives, NGO liaison, donor representatives – may join the EC. CASID already has among its EC members representatives of a think-tank (NSI) and a small NGO. CASID may consider if it is interested in expanding its EC to include other groups.
- Another illustration of the informality of processes is that most volunteers do not receive specific training to perform their duties. Within the Executive, progression through the top positions allows time for learning. The Vice-President can observe his/her predecessor for a year before assuming the presidency. Still, as was noted in 1996, formal orientation is not offered. If newer members are to join the Executive, this practice might need to change.
- While procedures for monitoring the Executive Council members and rules governing their removal are also specified in the Constitution, they remain broad and unspecified (i.e. removal for “just cause”). These rules focus on members’ attendance in Council meetings rather than their performance. CASID is currently revising its by-laws. Additional elements have been suggested to deal with causes for dismissal. Those changes will be reflected in the new version of the by-laws.



While CASID’s rules are admittedly informal, they have enabled it to attract the current members who manage and operate the organization. Yet, while not inappropriate in the context of an academic, volunteer-run association, these informal processes may constrain the organization if and when it tries to broaden member participation to include less known, or less ‘traditional’ members. It is suggested that the Association consider establishing ways of opening the floor to less well-known members, or members outside academy (other than NSI), or representatives of graduate students that present a significant number of CASID members. CASID may want to introduce slightly more formal recruitment and selection processes.



**Finding 19: As is typical for volunteer-operated organizations, CASID relies on a small number of very active volunteers. At present, however, CASID may not be creating and presenting opportunities for volunteering as effectively as it could.**

## Current Participation

CASID relies on its members to perform tasks that usually are done by paid staff at other organizations. Based on survey data, 21% of survey respondents currently volunteer for CASID, and 30% indicated they have done so in the past. These percentages agree with research conducted elsewhere on associations and networks run by volunteers.

Reliance on a few volunteers can lead to their burnout and over-use of the selected members. Review of the documents and interviews with CASID members suggests that the same people are involved on the Executive Council, committees, peer review for the Journal, organizing conference panels and as regional champions. Interviews with members indicated that people feel satisfied with the experience and gladly take on new roles, such as those of regional champions. Review of correspondence related to regional events demonstrates high levels of enthusiasm by members about being engaged in activities.

Interviews with stakeholders as well as results of the membership survey indicate that the vast majority of current volunteers are satisfied and eager to participate.

92% of survey respondents who are or have volunteered for CASID reported being satisfied or very satisfied with the experience. (2006 membership survey, supported by interviews.)

Volunteers demonstrate dedication for their tasks. (For instance, the 2006 conference committee reviewed over 385 proposals in 2006!) Some volunteers expressed, however, their disappointment with the results of their work. Specifically, these members had organized conference panels that were poorly attended or discovered that their input into article reviews was not taken into account.

## Knowledge of Volunteering Opportunities and Future Intentions

While CASID has never suffered from lack of potential candidates for EC positions, it is certainly experiencing a lack of input from its membership for other activities, such as the revision of the by-laws, and so forth.

Some members do express that it is incumbent upon the younger members to take on some of the volunteer roles.

J'ai déjà siégé au comité de rédaction ainsi qu'au conseil éditorial de la revue. C'est maintenant le tour des jeunes!

Comment from the Survey

On the other hand, a significant number (46%) of survey respondents commented that they were not aware of the many opportunities to volunteer for CASID. As a result, a relatively small proportion of the respondents – let alone the entire membership – intends to contribute in the near future (see Exhibit 5.2 below).

Comparison of survey results according to age groups shows that longer serving members have volunteered previously, are volunteering now and are aware of the opportunities for volunteering. The newer members volunteered less and are less aware of opportunities for volunteering.

Of those surveyed, the largest number demonstrated a willingness to review articles for the Journal. Interestingly, interviewed Journal staff flagged the Journal's difficulty in identifying peer reviewers. While not all those who express a desire to review articles may be qualified to do so, the data suggests that there might be a disconnect between CASID's needs for participation and members' knowledge about opportunities to volunteer.



**Exhibit 5.2 Volunteer Intentions**

In the next 12 months, do you intend to:	Yes	Maybe	No
Volunteer for an activity or event? (n=85)	21 (25%)	39 (46%)	25 (29%)
Volunteer to review articles submitted to the Journal? (n=86)	26 (30%)	25 (29%)	35 (41%)
Volunteer for the Executive Committee? (n=86)	5 (6%)	23 (27%)	58 (67%)
Volunteer for the Editorial Board of the Journal? (n=85)	1 (1%)	26 (31%)	58 (68%)

Source: 2006 Membership Survey

In contrast, a much smaller number of respondents are willing to serve on the Executive Council or the Editorial Board of the Journal – perhaps because of the greater time commitment associated with these positions. Together, the evidence suggests that members might be far more willing to volunteer for limited periods of time and for clearly defined tasks, such as strategic planning or governance revisions, rather than for roles (like the executive) of greater duration and with a range of responsibilities. Finally, the relatively large number of ‘Maybe’ responses suggests that many more members might volunteer for CASID. In order to encourage these potential volunteers to participate, CASID could consider:

- Promoting and sharing volunteers’ positive experiences more strategically, e.g. through the website, newsletter and Annual Meeting;
- Promoting volunteering for small, concrete and clearly-defined tasks that do not require a long term commitment;
- Promoting participation in groups for specific events or tasks, e.g. for organizing small events, strategic planning, visioning, etc.;
- Actively reaching out to members on a regular basis and with clear instructions on how to volunteer for certain tasks;
- Posting internal ‘job descriptions,’ e.g. for supporting specific management activities, that are likely to correspond with specific skill sets of individual members, and which would allow them to gain acknowledgement without a major commitment; and
- Promoting positive volunteer experiences of others, providing prizes, mentioning participation on the website, etc.



### 5.5 Membership Management

**Finding 20: CASID’s membership has been stable for the past decade and its composition has remained largely academic. Current strategies to expand the membership may increase the number of members but will likely not foster diversification.**

As an organization that depends on the active involvement of – ideally – a large number of members, CASID has an interest in expanding its membership. With more members, it would seem the organization would be more successful in extending its reach and in spreading its administrative load among volunteers. CASID’s membership grew continuously until 1995, when it reached 208 members; it has held steady at approximately 210 members since then. (See Exhibit 5.3.)

Between 1998 and 2003, 16 associations reported an increase in membership (16/43 or 37%), 16 associations remained static (16/43 or 37%) and 11 associations reported a decrease (11/43 or 26%)

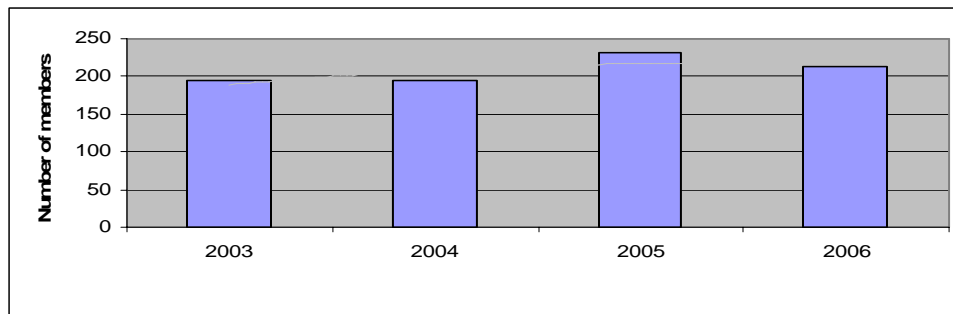
Associations work to diversify membership categories in Canada and around the world and strive to accommodate members from several phases in their academic careers.

Many associations emphasized increasing student membership. Several associations outlined the challenges in attracting student members or the next generation of scholars.

The location of Congress is important in encouraging attendance and membership.

**Renewing Scholarly Associations, CFHSS**

CASID is not alone in its struggles to increase its membership (see sidebar). As reported by CFHSS, about 37% of associations reported static memberships. Unlike other associations, however, CASID has been always successful in attracting students, mainly due to the knowledge sharing opportunities and travel grants to the conferences that it provides.

**Exhibit 5.3 Membership Count**

Source: Evaluation 1996, membership lists for 2003-2006

As with other academic associations, from CASID's 2006 membership survey it appears that personal contacts are CASID's most successful strategy for attracting new members. While some respondents indicated they had discovered CASID through its public web site (15%) or the Journal (15%), most were referred by colleagues, supervisors or acquaintances (57%). Given the financial and human capacities of the Association, this informal and personal way of attracting new members is effective and appropriate. It does, however, have a drawback in that personal referrals can attract a limited number of new members and these typically come from similar groups (i.e. academics and students in Canada, but not NGO representatives, researchers, practitioners or policy makers from either the North or the South). Since some of CASID's members also consult, participate in field research, or have left academe for NGOs, government (CIDA and IDRC), think tanks, UN agencies or the World Bank, CASID may want to consider whether increasing the numbers of practitioners would benefit their organization and, if so, how it can increase their involvement in CASID affairs. Indeed, other scholastic associations are increasingly providing a niche for such ID practitioners.

Increase in membership numbers comes mostly from concerted recruitment campaigns with Boards, executive members, and journal editorial boards central to these efforts. Increase is also attributed to easier payment methods (Fourteen associations (14/42 or 33%) allow to pay by credit card, and ten associations (10/42 or 24%) have an online billing (especially the large associations).

#### **Renewing Scholarly Associations, CFHSS**

Member turnover was a problem at the time of the first evaluation (1996 Evaluation, p.28).

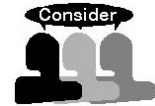
Specifically, CASID was experiencing a turnover rate of roughly 50% at the time. Similar analysis cannot be done for the current evaluation due to the lack of tenure data for present members and CASID's policy of erasing membership lists from prior years. The 2006 survey, however, does provide tenure data for respondents: 75% of the respondents have belonged to CASID for less than 5 years, and 25% have been members for more than five years (see sidebar). These data suggest that CASID is able to generate enough interest to attract new members. At the same time, it presumably loses older members since the total number of members has changed little over the past five years. The relative preponderance of new members might explain the lack of common understanding of CASID's mission.

#### **Respondents' duration of membership:**

Under 1 year – 29%  
 Between 1 and 5 years – 46%  
 Between 5 and 10 years – 7%  
 Over 10 years - 17%  
 Source – 2006 Survey

## Renewal and Membership Strategies

Among survey respondents, 72% of regular members and 50% of student members expressed their intention to renew their membership. CASID may want to track renewals by keeping its membership lists over the years in a simple Excel sheets. Trend analysis of these data might help CASID identify who is more or less likely to renew. While CASID has decided against keeping such data as the members frequently move and it is difficult to track them, at the same time, preserving such information will allow the organization to reach out to past members for special events, their expertise or connections, etc., and perform turnover analysis.



In recognition of CASID's need to expand its membership, the Executive Council has recently launched two new membership drives. One aspires to broaden CASID's outreach to academic disciplines that might be interested in international matters, but that have not yet dealt with CASID. The other, the Champion Program, seeks to promote membership amongst experienced and novice scholars as well as other stakeholders participating in the regional events hosted by the Champions. While it is too early to see results of these initiatives, they appear to be valid and suitable in attracting new members in the named categories. As of the time of writing, it is still too early to discern what effects these initiatives will have on CASID's membership figures.

CASID's recruitment programs confirm the perceptions of CASID as an *academic* organization that is less focused upon NGOs, policy makers, and other practitioners. While it is entirely acceptable to be primarily an academically oriented association, it is suggested that CASID reflect on whether its goal of reaching out to policy makers, and practitioners fits with its mandate and if so, develop membership drives that target groups that are currently under-represented. These mechanisms might include:

- Initiating discussions and exchanges with other IDRC 'CP program' organizations that represent NGOs (such as CCIC) and universities (such as AUCC);
- Identifying potential NGO members (individual or organizations) through current members who are connected with NGOs; and
- Encouraging current members who are involved in international research or projects to connect with and inform potential Southern partners, especially academic organizations, associations, universities and research projects.



## 5.6 Financial Management

### **Finding 21: CASID manages its finances prudently, typically operating within the budgets negotiated with its primary donors.**

Throughout its history, CASID has managed its funds prudently. In the five years for which we have documented financial data (See Appendix XI), deficits were recorded only three times. In all cases, the accumulated surplus from prior years sufficed to cover the shortfall. In fact, these surpluses have been accumulating over recent years and by year-end of 2005 exceeded 6% of CASID's total revenue. The apparent smooth financial management of the organization has been repeatedly credited to the current treasurer, who closely watches cash outflows.

CASID's **budget** largely entails funding for specific activities, and most of the budgeting process takes place during the application for IDRC funding or Conference planning. All other funds are linked to specific activities and are budgeted accordingly. CASID's proposed budget is largely based on the estimated costs to deliver activities. When new activities are introduced at the time of proposal writing, funding is requested to cover these activities and a rationale for them is provided. Should the organization decide to reallocate the funds during the duration of the contract, it can do so, after providing a supporting rationale to the donors.

CASID's **financial statements** are prepared and audited annually, which is not always the case for the learned societies (see sidebar). The statements are generally clear and understandable. However, there is room for minor improvements: notably, since 2003 CFHSS/CIDA have provided a significant amount of funding to support CASID's Annual Conference. This appears to be reported as revenue under the item *Registration and Fees*. It might be more appropriate to establish an item for CFHSS/CIDA contributions, and/or make a note to the statements. Similarly, CASID's contribution to CJDS, which is currently called *CASID Proceedings*, could be more simply and clearly labelled.

80% of all associations (36/45) had an Annual General Report (including a President's Report, a Secretary-Treasurer's Report or a Financial Statement). 55% of associations (23/42) undertake audited financial statements each year.

A positive aspect of this budget and financial statement format is that it readily allows for the costing of activities rather than costing of inputs. This would be helpful in assessing the 'value for money' (i.e. return on expenditures) provided by CASID activities. In general, however, assessment of the 'value for money' is limited since the benefits derived from CASID activities are much harder to capture and measure using either qualitative or quantitative approaches (see section 6 on Effectiveness), and the benefits from the delivery of activities are sometimes hard to describe and frequently unknown to others both inside and outside the organization. The reason for this, it is postulated, is that CASID does not document the effectiveness of the networks created, changes in the student understanding of ID or their level of involvement. CASID may wish to ask its members through its List serve about the consequences to them of participating in the conference, receiving a prize, or publishing in the Journal. Though anecdotal, such information would provide CASID with insights into the impact of their activities, which could be reflected in their reporting and may guide them in their strategic planning.

In addition to the funds that CASID receives from donors, volunteers contribute their time and expertise. These contributions have not been 'valued' to date. To approximate the in-kind contribution of volunteers to the overall revenue of the

The collective efforts of the CASID executive, conference planners and CJDS editorial board represent a substantial contribution. CASID may wish to devise creative ways to capture and document those efforts as evidence of significant contributions in kind.

**CASID Proposal to IDRC (2005-2006)**

organization, CASID might create a system to account for the time that volunteers are giving to manage the organization, support the Journal, organize the conference, etc. Instituting a simple time tracking system would be able to accomplish this, although it might meet with resistance at first (as personal experience suggests). However, CASID could introduce this initiative among its volunteers if it felt that it would benefit its reputation and future funding potential. As CASID receives funding for its operations from donors, it may benefit from showing the leverage that their commitment brings.



## 5.7 Decision-Making and Problem-Solving Processes

Process management refers to the systems employed by an organization to make decisions and solve problems.

**Finding 22: CASID's decision-making and problem-solving processes involve extensive consultations among members. This is a positive factor, as it fosters transparency and members' involvement; on the other hand, it tends to slow down decision-making.**

While CASID has processes in place governing the delivery and administration of most of its activities, such processes are much less apparent or effectual in the management of CASID itself. As an example, CASID has introduced a decision-making process that involves discussions with members and securing their approval; while this gives rise to transparent process, it also is very time consuming. For instance, the recent revision of the Constitution has been going on for the past one and a half years, underscoring not just the inherent drawback of the decision-making process at CASID, but, more generally, the difficulties of the volunteer model of management. There were considerable delays before feedback was provided to the member in charge, as other members have not contributed to the discussion.

In volunteer operated organizations, it is extremely important that members confer and decide in collaboration. However, as the process is cumbersome, it is suggested that CASID consider more effective ways of involving members in decision-making, such as by creating committees or task groups and using the internet/list serve to present solutions to the quorum during the AGM.



## 5.8 Relationships and Partnerships

**Finding 23: CASID's relationships with other organizations are currently limited to a few, mostly operational, partnerships with other Canadian organizations.**

CASID has maintained close ties with the IDRC, the University of Ottawa (which houses the Journal), NSI and recently, CFHSS (accessing CIDA funding). The possibility of collaborating with the Canadian Council of Area

Studies Learned Societies (CCASLS), alluded to in the previous evaluation, did not proceed beyond the preliminary discussions stage, while its relationship with Center for Developing Area Studies (CDAS) ended to coincide with the end of the tenure of the CDAS president.

In the proposal to IDRC, CASID mentions some other organizations that it would like to partner with. Those current partnerships are presented in Exhibit 5.4 (details are explained in Appendix XII).

In this section examine three 'degrees' of partnership:

1. 'Ad hoc' activities (those that included some preliminary discussions, sporadic common events)
2. Operational partnerships, which involve carrying out common activities for a period of time
3. Strategic, long-term partnerships that result in joint ventures, collaborations, and common strategies



**Exhibit 5.4 Status of the Relationship between CASID and its Present Partners**

Partner	Ad hoc Activities	Operational Partnerships	Strategic Partnerships
IDRC	N/a	<b>X</b>	x
CIDA	x		
University of Ottawa, Faculty of Social Science	N/a	<b>X</b>	<b>X</b>
NSI	N/a	<b>X</b>	<b>X</b>
Student bodies (InSight)	x	x	
WUSC	x		
CCASLS	x		
CCUPIDS	x		
Centre for Research on Latin America and the Caribbean (CERLAC)	x		

CASID's relationships with most of its current partners are largely operational. Specifically, IDRC finances CASID's activities and administration. NSI, the seat of CASID's Secretariat, collaborated with it on some of its activities, such as the White Paper on IDS. On the other hand, some relationships have resulted in joint activities on a few occasions, but have not led to either operational or strategic partnerships to date (e.g. WUSC, CCASLS, InSight undergraduate ID student conference).

Of the four relationships, the one with the University of Ottawa is the most strategic, in that it generates the production and dissemination of academic literature and research in the form of the CJDS<sup>13</sup>. Likewise, CASID and NSI jointly researched and produced a report on the state of post-secondary education in International Development in Canada. On the other hand, in some instances, there are organizations within CASID's close circle that introduce 'competitive' activities (see sidebar), which suggests that the partners would benefit from closer coordination.

While CASID's relationships have produced limited synergies to date as explained in the paragraph

above, they are the promising beginnings of creative relationships. As is widely recognized in the literature on inter-organizational relationships, successful partnerships are founded on trust (Lusthaus and Milton-Feasby, 2006). Trust takes time to build. Therefore, it is appropriate that a network such as this begin at the operational level and that CASID consider taking advantage of opportunities for more profound involvement.

#### **CIDA Initiatives comparable to CASID activities**

CIDA began publishing a journal that resembled CJDS but it has recently become defunct.

CIDA's panels occurred simultaneously with CASID's during the Conference.

CIDA offered a student prize for \$2,500 for the 2006 conference.

<sup>13</sup> While there are other individuals from various universities in Canada and abroad contributing to the publications, UofO actually hosts the Journal and contributes in kind.

In the interest of creating synergies, it is suggested that CASID and organizations that it currently has relationships with reflect on how they might pool their resources (i.e. knowledge, expertise, contacts in academy and beyond, and joint action) in fulfillment of their missions. For example:

- Given the interest that both the NSI and CASID show in North-South relations, further areas of research collaborations could be found along the lines of the White Paper study;
- CASID could consult with WUSC to examine the potential for building the partnership in relation to the research needs of the organization (impact assessment of their programs), and especially in terms of providing experiential learning for IDS students or for operational research capacity building for WUSC and its partners;
- CASID could approach CIDA with a carefully thought out proposal to collaborate on the publication of a Journal, if it is deemed feasible, or on other activities, such as collaboration during CIDA's International Development Days. CASID may also have a discussion through CIDA's brown bag presentation of its activities and role. From CIDA's feedback, it appears that only some CIDA employees know of CASID;
- Cooperation with IDRC could include creating linkages between CASID and NGOs whose mandate requires that they produce research, but who lack the capacity to do it. IDRC could provide CASID with 'seed' contacts;
- IDRC and CASID could arrange meetings, consultations, discussions, and regional events with IDRC's CP partners (CCIC, AUCC) that have similar mandates;
- Cooperation with IDRC could include promoting CASID and its Journal to IDRC's Southern research partners who may, for example, be invited to conferences or be asked to submit papers from the IDRC supported research;
- Both IDRC and CIDA have ample contacts among NGOs in the North and the South who might promote CASID to the student interns and others interested in doing active research in the field. Likewise, these contacts could help promote the Journal as a vehicle for the publication of research conducted by Southern authors alone or in collaboration with Northern scholars;
- IDRC, CIDA and other institutes have many ex-academics that conduct their research within their departments or programs, who could participate actively in the publication in the Journal; and
- CASID may wish to extend its partnership reach beyond Canada and explore the potential of partnership with ID organizations in the South, by launching, for example, common publications devoted to ID.



In order to pursue the option of moving from ad-hoc to operational or strategic partnerships with current or future partners, CASID would have to take a proactive marketing approach to attract potential collaborators, after close reflection on where the possible synergies may lie. It is further suggested that the current partners review their purposes and resources, in an attempt to identify strategic joint ventures.

There is a large, untapped pool of organizations working in international development with which CASID could launch new areas of cooperation. Appendix XIII presents the potential partner group and identifies the potential benefits of partnership. However, it is important that CASID define its purpose, know what it hopes to gain from an alliance and, more importantly, know what it can offer to prospective partners, before it attempts to forge new relationships.



Interviews with organizations working in international development (i.e. IDRC, DFAIT and CIDA) suggest that CASID's role is that of a networking organization. They believe that CASID should provide linkages between known and reputable researchers and academics, rather than actually contribute to the research or policy making of their organizations.

In defining relationships with the existing organizations CASID may keep in mind that not all relationships that it has or will have with other organizations will be partnerships. There are other types of relationships that they may initiate with other organizations, such as networks, joint ventures, service oriented relationships, advocacy groups, and so forth. CASID may wish to examine which organizations it will partner with and which will involve other type of relationships.

### 6. Organizational Performance

This chapter focuses on CASID's organizational performance in terms of its relevance, effectiveness, efficiency, and financial viability.

CASID is the only academic learned society working in the area of international development in Canada, making it a unique organization. Most of CASID's members indicate that its objectives are relevant, given the organization's current mission. Yet interviews with a selection of leading Canadian-based international development organizations and members of targeted government agencies indicate that given that they have limited knowledge of CASID, they have difficulties in commenting on its current relevance to their organizations. At the same time, however, all interviewees expressed their belief in the need for an organization such as CASID in Canada and a willingness to explore possible linkages with it in the future.

A factor which seems to keep CASID from flourishing to its full potential lies in its stated emphasis on being a national organization working mainly with Canadian stakeholders and its continued focus on individual scholars rather than institutions and programs. This appears to be out of step with current developmental approaches that emphasize global partnerships and institutional capacity building.

CASID has had mixed results in realizing its stated mission and objectives. While it is partially effective in realizing its mission as a national, interdisciplinary association, it has met with less success in realizing the bilingual and pluralistic aspects of its mission. In addition, the descriptive rather than purpose-oriented nature of its mission does not facilitate an assessment of just how CASID intends to make a difference in the ID field in Canada. CASID is most effective in realizing those organizational objectives related to knowledge sharing and supporting and encouraging a new generation of development scholars in Canada, as is appropriate for a learned society. To date, it is seen as less effective in building partnerships with international development organizations and in collaborating with key Canadian development organizations. In addition, the extent to which CASID intends to diversify its membership by partnering outside of academe is not clear as its intentions vary across documents and members' opinions.

When compared to other small scholarly associations that rely largely on their members' dues, CASID has been highly successful in accessing and diversifying its sources of revenue (IDRC, CIDA). At the same time, it remains highly dependent on IDRC as its major donor. CASID's reliance on IDRC (and more recently) CIDA makes it vulnerable to changes in the policies or priorities of these agencies. As a consequence, its financial viability may be constrained.

Although CASID's offerings have remained relatively unchanged, its program and administrative costs have increased over the past five years. Of particular note in this regard are the Annual Conference and the CJDS which, while being highly appreciated by its members, are also the most costly. Over the past five years, administration and management expenses have declined in relation to program expenses and currently stand at 22%.

## 6.1 Relevance

According to the Organization for Economic Cooperation and Development – Development Assistance Committee (OECD-DAC),<sup>14</sup> relevance refers to the extent to which an organization’s objectives are consistent with their beneficiaries’ requirements, country needs, global priorities and partners’ and donors’ policies. In retrospect, it is also important to determine whether the objectives and/or design of an intervention have remained appropriate over time and changed circumstances. In this chapter, we examine CASID’s relevance in terms of the various perspectives identified in the sidebar.<sup>15</sup>

### CASID’s relevance from different perspectives:

Global and national trends and needs in international development;

CASID current members’ and partners needs and expectations;

CASID potential members’ and partners’ needs; and

Donors’ policies and strategies

**Finding 24: CASID’s mission and objectives are only partially relevant. Its stated emphasis on being a national organization working with mainly Canadian stakeholders and its continued focus on individual scholars seem out of step with current developmental approaches that emphasize global partnerships and institutional capacity building.**

As noted in Chapter 3, the public’s attention to and interest in global issues, including international development issues, has increased tremendously in the past few of decades. Against this backdrop, CASID’s mission and objectives are relevant in that they aim to bring together different Canadian stakeholders interested in international development.

However, our detailed review of CASID’s relevance (see Exhibit 6.1) suggests considerable variation in the relevance of its mission and objectives statements. In particular, CASID’s continued emphasis on Canadian stakeholders rather than a broader, more diverse group of organizations from the North and the South seems out of keeping with global trends (as well as CASID’s recent practices - see section 6.2). Moreover, CASID’s objective related to “supporting and encouraging a new generation of development scholars in Canada” implies a focus on individual scholars, rather than on institutional development, even though current challenges appear to relate more to institutional rather than individual needs (see the Recommendations of the White Paper on IDS in Appendix XIV). As a learned society focused on growth of the international development field, CASID could increase its potential relevance by reviewing and updating its mission and objectives so that they better reflect current and future needs. To address the IDS development issue, it may start with the White Paper and develop an advocacy strategy to support realization of the recommendations.



<sup>14</sup> Glossary of Key Terms in Evaluation and Results Based Management (OECD DAC 2002)

<sup>15</sup> It is often difficult to make the distinction between effectiveness and relevance. If we reduce these terms to their simplest forms, *Effectiveness* asks the question, “Are we doing what we said we would do?” and *Relevance* asks the question, “Is what we are doing related to real identified needs?” Relevance can be as important, or more important, than effectiveness. Imagine: An intervention may succeed in everything that it planned (effective), but if no one sees the benefits, then all the efforts were wasted (irrelevant).

Another observation about CASID's relevance relates to its Journal. The CJDS management team has been questioning whether the Journal should focus on increasing paid subscriptions by Southern stakeholders. The current trend is to provide as much information as possible for free, i.e. "open source." Several international development journals are already available free of charge. CFHSS raised this possibility during CASID's AGM in 2006. However, during the EC meeting in June, the evaluator witnessed a discussion in which the CJDS management suggested that it could expand its reach and generate revenue by selling more subscriptions to Southern scholars. While raised only briefly, it is nevertheless surprising that this option arose, as it contrasts sharply with the current trends and the intentions of its donors.



Disseminating the Journal free of charge could boost Journal readership and make it available to an increased number of Southern stakeholders. This would require CASID to identify additional sources of funding for the same, which, though representing something of a challenge in the short run (see section 6.3), could increase CASID's relevance in light of the growing and desired North-South linkages. Unfortunately the organization that supports the production of academic journals, SSHRC, does not support electronic production. There is also a discussion among members, both within CASID and in other organizations, as to whether production of the on-line journal means lowering its reputation or not. As CASID struggles to make a decision, it may examine other associations that are already producing such journals, such as the NPSIA Journal of Foreign Affairs.

**Exhibit 6.1 Relevance of CASID Mission and Objectives**

	STATEMENTS	RELEVANCE	JUSTIFICATION
Mission	A national, bilingual, interdisciplinary, and pluralistic association devoted to the study of international development in all parts of the world.	Mixed	Global events have sparked increased interest in international development over the past decade (see Section 3.1) and have increased awareness of the benefits of multi-disciplinary approaches to development.  Moreover, increased recognition that the North and South share common problems and opportunities underlines the importance of CASID's stated interest in "all parts of the world." This requires it to recognize the need and value of sharing and learning from others.  However, CASID's stated intent to be a national organization makes only partial sense in today's context. On the one hand, its intention to bring interested stakeholder groups in Canada together can serve to increase cohesion and understanding across such groups. However, the "national" emphasis implies that others (such as the South) are being left out.
Objectives	To create opportunities for information sharing and debate among individuals in the academic community, civil society organizations, policy makers and the general public on development issues.	Mixed	Increased interest in international development has, in turn, increased demand for better knowledge sharing related to international development problems among different groups including academia, civil society, policy makers and the general public. CASID's stated interest in reaching out to such groups reflects the growing demands from such groups for such information. As currently worded, the statement is unclear as to whether CASID aims to focus on just Canadian organizations or on others as well. Additional data gathered through the comments on this report make us question the intent of CASID to reach out to those outside its academic niche. It was often remarked that CASID is an "academic" organization.

	STATEMENTS	RELEVANCE	JUSTIFICATION
	To explore possible ways of collaboration with key Canadian development organizations on specific initiatives of mutual interest.	Mixed	Given the notably fragmented nature of the Canadian landscape for international development, CASID's objective of encouraging collaboration among Canadian development organizations makes sense.  However, the current emphasis on Canadian organizations excludes both the Southern and Northern development organizations together, which seems like a lost opportunity given the current context, which emphasizes global approaches. (Even though it is not expressed directly in its objectives, readers should note that CASID has developed some links with Southern partners and has 4% of its members from developing countries, as well as bringing participants from the South to the Annual Conference).
	To promote partnerships with international development research institutions and NGO organizations in order to actively and constructively advance Canada's development agenda.	High	As noted in Section 3, there continues to be a large disconnect among those engaged in international development policy, research and practice in Canada and elsewhere. Thus, CASID's stated objective of forging linkages among such actors for the purpose of influencing policy is of continued relevance, particularly if CASID is open to involving Canadian as well non-Canadian organizations.
	To support and encourage a new generation of development scholars in Canada.	Mixed	Over the past 10 years, there has been an increase in the status and number of IDS programs in Canadian universities, both at the undergraduate and graduate levels. Moreover, there are also doctoral programs in IDS (see Section 3). Given these positive changes, CASID's objective of supporting and encouraging a new generation of development scholars is particularly relevant today as the IDS evolves into its own, stand-alone field. However, the existence of so many well attended, growing programs suggests that the needs have also changed. In 2006, there is a demand for professionalizing the field and to provide experiential learning opportunities for scholars to enable them to link theory to practice. At this point in time, there appears to be a greater need and opportunity to support the institutions that deliver the IDS programs and creating organizational capacities than on focusing on individual scholars. The support to individual scholars could involve other activities than just providing travel grants and prize for best papers.
	To strengthen dissemination, communication and outreach activities of both CASID/ACEDI and CJDS.	High	This is very relevant to CASID as an operational objective as the organization is not widely known in Canada. The potential for growth is, consequently, substantial.

**Finding 25: Most of the CASID members surveyed indicated that its objectives are relevant, given the organization's current mission.**

A majority of respondents indicated that CASID's objectives are either very relevant or relevant (scores ranged between 87% to 91%, depending on the objective (see Exhibit 6.2)). However, as previously discussed in Section 5.1, CASID's objectives do not conform with SMART principles. As such, it is difficult to assess their relevance and effectiveness.

**Exhibit 6.2 Relevance of CASID Objectives to Members**

Objective	Not at all relevant		Somewhat Relevant		Relevant		Very Relevant	
	#	%	#	%	#	%	#	%
1. To create opportunities for information sharing. (n=69)	1	1%	5	7%	23	28%	40	57%
2. To explore possible ways of collaboration with key Canadian development organizations on specific initiatives of mutual interest. (n=69)	1	1%	9	13%	30	43%	29	42%
3. To promote partnerships with international development research institutions and NGOs to advance Canada's development agenda. (n=68)	1	1%	8	12%	23	28%	36	52%
4. To support and encourage a new generation of development scholars in Canada. (n=68)	2	2%	6	9%	14	20%	46	66%
5. To strengthen dissemination, communication and outreach activities of both CASID and the Journal. (n=68)	1	1%	9	13%	23	28%	35	52%

**Finding 26: Leading Canada-based international development organizations have limited knowledge of CASID, and hence have difficulties in commenting on its potential relevance to them.**

Given CASID's stated interest in attracting new members, we interviewed a small number of NGOs, think tanks and policy makers who are well known and actively involved in international development in Canada (see Appendix I). None of the respondents are current members of CASID; they were asked to comment on CASID's potential relevance to their organizations. The organizations we contacted noted that they have very limited knowledge about what CASID does. Those who knew about the organization perceived it as being highly academic and were largely unaware of its stated intentions to provide an inclusive forum for various people interested in international development. However, following a short briefing about CASID, several appeared interested in learning more and indicated that potential cooperation with CASID could be beneficial to their organization. In addition to NGOs, we also interviewed practitioners at DFAIT, CIDA, IDRC and NSI. CIDA's respondents, who knew of CASID as they were professionally involved with the association through the funding of its Conference, mentioned that their involvement with CASID began during their university years, but that they let the relationship lapse upon graduation as CASID appeared to offer them little benefit on the job. They encourage CASID to become more visible within CIDA by connecting with former academics working at the Agency. Such a relationship could benefit both parties, especially in the Policy Branch. Employees of DFAIT were less sanguine about CASID's relevance to them, since the Department is less involved in research or in formulating policies pertaining to the developing world. To the extent that DFAIT needs knowledgeable resources on foreign policy, contact with CASID could be interesting as a source of individual, rather than organizational, expertise. In sum, it appears that broader networking opportunities exist for CASID members that would be highly appropriate for the society, if CASID wishes to pursue them.

CASID does not have a bad reputation, it has no reputation.

CASID is virtually unknown in Quebec.

All I know about CASID is the name.

I know nothing about the organization.

I had no idea that such an organization exists.

I will check it out – sounds interesting.

Quotes from selected Canadian NGOs, think tanks and policy makers



While we interviewed what is admittedly a very small number of such organizations, we were nonetheless struck by how little these organizations know about CASID. In our view, CASID might want to explore this matter further, assuming that membership growth and diversity continues to be a goal for the association.



**Finding 27: CASID's mission and objectives are partially congruent with those of its donors. The absence of an explicit developmental focus among CASID's mission and objectives statements makes it difficult to compare CASID and its donors' developmental priorities, and thus to comment on its relevance.**

To examine CASID's relevance to its donors, we compared CASID's mission and objectives to those of IDRC and CIDA, its current major donors. The reason that such a comparison is being made is not to suggest that perfect alignment of the missions and mandates is necessary or to reorient CASID in any particular direction. Rather, the reason for examining mission alignment was to ascertain the level of agreement between CASID's mission and those of its major donors.

Noted complementarities are as follows:

- All three organizations operate within the realm of international development;
- IDRC and CASID both share a strong interest in research related to international development. CASID provides opportunities for debate on international development issues and solutions in Canada, an area in which IDRC has no mandate but has an interest in supporting through its Canadian program (see sidebar). IDRC's Canadian Partnerships Strategy states

#### IDRC and CIDA Mission Statements

A public corporation created by the Parliament of Canada in 1970 to help **developing countries** use science and technology to find practical, long-term solutions to the social, economic, and environmental problems they face. Support is directed toward **developing an indigenous research** capacity to sustain policies and technologies that developing countries need **to build healthier, more equitable, and more prosperous societies**

Source: web site of IDRC

CIDA's mandate is **to support sustainable development in developing countries in order to reduce poverty and contribute to a more secure, equitable, and prosperous world**. The Agency's work is concentrated in the poorest countries in Africa, Asia, and Latin America. CIDA also supports democratic development and economic liberalization in Eastern Europe and the former Soviet Union and supports international efforts to reduce threats to international and Canadian security.

Source: web site of CIDA

The Centre will continue to develop its links to the Canadian constituency focusing on organizations and activities engaged in knowledge-led work for international cooperation. The goal is to assist with the creation of knowledge and practice that respond to the realization that Canada's own security and prosperity, in a just and peaceful world, are linked to ideas, knowledge, and innovation, which are increasingly generated around the world, including and especially in developing countries.

#### Objectives:

To build and maintain the long-term relationship with key Canadian institutions most closely related to the Centre's overall mandate and mission through program support and collaboration;

To strengthen the capacity and engagement of Canadian universities, research institutions and civil society organizations to address international development questions through research, knowledge sharing and networking;

To facilitate and strengthen mutually beneficial Canada-global South connections through collaborative research, knowledge sharing and networking;

To increase the number of Canadians learning about and engaging with international development issues through their participation in knowledge production and sharing activities; and,

To contribute to realizing the Centre's strategic vision with respect to Canadian institutions by exploring and documenting innovative partnership mechanisms.

IDRC Canadian Partnerships Strategy, 2005-2010, (2005)

that it is interested in the creation of knowledge and practice and providing support to organizations that address international development questions through research, knowledge sharing and networking such as CASID; and

- While CIDA is focused on the practice of international development, it recognizes the need to invest in knowledge-based approaches and reach out to other organizations (see sidebar). This priority dovetails with CASID's objectives related to "creating opportunities for information sharing and debate."

The goal of the Initiative is twofold: (1) to make CIDA an organization that continually tests its experience and transforms it into knowledge that is easily accessible to the whole organization; and (2) to ensure the Agency uses systematic approaches to help **knowledge from inside and outside the organization flow to the right people in order for CIDA to support development better.**

*CIDA Strengthening Aid Effectiveness*, Chapter: Becoming Knowledge – Based Institution 2003

However, our review suggests that there are several notable differences among the missions and objectives of the three organizations:

- CIDA's and IDRC's missions identify developmental objectives (the why or purpose) of their various development investments and activities. For example, they both emphasize sustainable development and identify desired higher order impacts (related to poverty reduction or healthier, more equitable societies). On the other hand, CASID's mission and objectives tend to focus more on what it actually does (e.g. the study of international development, delivering conferences and producing a Journal) than what it aspires to accomplish – i.e. its higher-level purpose or vision. This is a major shortcoming for an organization focused on international development. As a consequence, this reduces assessment of CASID's relevance to the relevance of its activities, rather than the relevance of its mission or objectives; and
- While IDRC and CASID are both focused on research, IDRC focuses more on developing Southern research capacity. IDRC's Canadian Program 2005-2010 emphasizes "mutually beneficial Canada-global South connections through collaborative research, knowledge sharing and networking." Neither of these areas of focus is explicitly identified in CASID's stated mission or its objectives, even though in practice CASID is engaged in some capacity building for Southern scholars through the peer review process for Journal submissions and conference participation of Southern practitioners and scholars.

CASID is an independent organization responsible for articulating its own mission and objectives. However, in the interest of being regarded as an organization relevant to its various stakeholders, including its major donors, CASID may review and adapt its mission and objectives to reflect its current practices in cooperating and assisting the development of Southern scholars. In addition, CASID needs to consider issues related to its organizational vision. While at present CASID's mission emphasizes the study of international development, its relevance to CIDA and IDRC would be more clear if CASID's mission stated the purpose of its focus, such as, for example, finding solutions to developmental problems, reducing poverty, addressing other problems through research and knowledge exchange, or influencing policy development in Canada. Certainly, these outcomes appear to be the implicit purpose of CASID's activities. By not stating them explicitly, however, CASID is presenting itself as possibly less relevant than it actually is.



## 6.2 Effectiveness

According to the Organization for Economic Cooperation and Development, Development Assistance Committee, the effectiveness of an organization is the extent to which an intervention's objectives are achieved, or are expected to be achieved. In this chapter, we examine CASID's effectiveness at various levels (as shown in the sidebar). As some of these areas overlap, so may some of the findings and observations.

### CASID effectiveness

CASID mission (Impact level)  
CASID objectives (Outcome level)  
CASID programming areas (Output/Activity)

CASID does not have a monitoring framework or system that it uses to assess its overall progress and performance (see also Chapter 5). Nor does it produce regular reports, which compare the planned or actual achievement of its objectives. Therefore, for the purpose of this analysis, we relied on survey and interview data from CASID members and others, complemented by our observations of selected CASID activities.

**Finding 28: CASID is partially effective in realizing its mission. However, the descriptive rather than results-oriented nature of its mission statement does not facilitate an assessment of the impact CASID intends and achieves vis-à-vis its various stakeholders.**

In order to assess CASID's effectiveness in realizing its mission, we dissected its current mission statement into several sub-elements, as illustrated in the sidebar. Our assessment suggests that CASID is partially effective in regards to each of the sub-elements, as shown below:

### CASID Mission Elements:

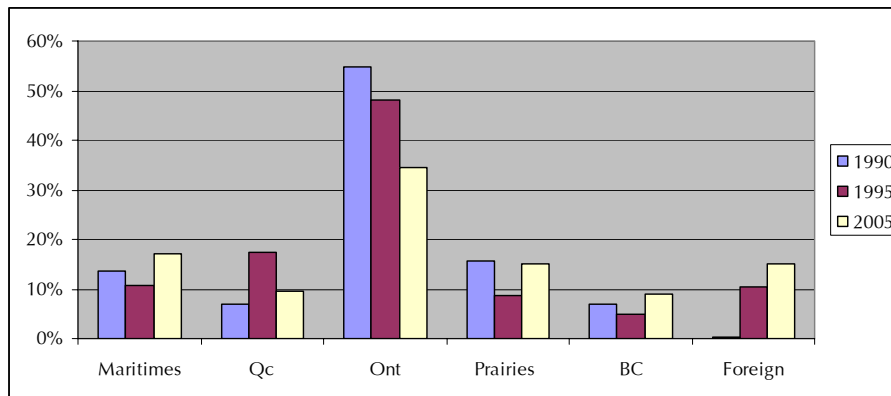
National  
Bilingual  
Interdisciplinary  
Pluralistic  
Association devoted to study of international development  
In all parts of the world

### National

- CASID is based in Canada, and operates across the country, with members in most parts of Canada;
- The representation of regions among CASID members, as shown in Exhibit 6.3, indicates that it generally reflects the patterns of Canadian population composition, except for Quebec. (Since Quebec represents roughly 25% of the Canadian population considerably more members would be expected to reside in this province.);
- Its Executive Council has members from most regions of Canada and even from outside (see sidebar), with the highest representation being from Ontario;
- The spread of CASID membership among Canadian regions has definitely improved since 1995. While membership has declined in Ontario (35%), it has increased in all other provinces (with the exception of Quebec);
- While not an explicit objective, CASID membership outside of Canada has increased; and
- CASID's reduced membership in Quebec raises questions as to whether it is truly a national organization. This issue has been raised by the Executive Council and is recognized by CASID as a limitation. All respondents from Quebec indicated that CASID is virtually unknown in the province.

Executive Council Members, Journal Co-editors, CASID Representatives on the Board of the Journal  
ON: 6, BC: 2, MB: 2, NS:2  
QC:1, PEI: 1 USA: 1

**Exhibit 6.3 Regional Representation of CASID Members in 1990, 1995, 2005**



## Bilingual

- CASID makes an effort to provide all of its services in both languages, a considerable challenge given its limited resources. Several documents are available in English and French, among them CASID's Newsletter, White Paper, all registration documents, and the application for Student Competition;

This pattern is found in other Canadian journals: the Journal of Program Evaluation has, on average, one French article per issue.

- CJDS always includes at least one article in French and always contains abstracts in French. A review of the Journal editions published over the last five years indicate a total of thirty-three articles in French, which constitutes approximately 10% of the total number published over the same period. This, however, appears to be in line with the representation of francophone members in CASID, which stands at 6%, and more broadly, of francophone members in CFHSS;
- Consistent with the declining number of CASID members from Quebec, CASID membership is less French speaking than before. According to survey data, 11% of members identified their mother tongue as French, 68% as English, and 21% as other (mostly Spanish). CASID now has a significant proportion of foreign-speaking members;

- Interviews with current and former francophone members (while admittedly limited) indicate that even though CASID makes an effort to provide materials in both languages, the level of services provided in French is perceived as inadequate. For instance, information about the 2006 Conference program was only available in English on the CASID web site. Moreover, francophone respondents who are not fluent in English indicate that they are not comfortable participating in the Annual Conference as it

"The bilingual nature is purely decorative. Is there any purpose other than satisfying Canadian officialdom in publishing anything in French?"

"While CASID claims to be bilingual, the annual conference is in reality primarily in English and the sessions in French are poorly attended. This is not just a challenge for CASID but for Canadian society in general. However, CASID must still contemplate the challenges of what putting the term "bilingual" at the very beginning of its mission statement (i.e. before "interdisciplinary") implies."

"Ten years ago CASID was more bilingual. Over the past 10 years, it has become less so. Now CASID is largely unilingual, English."

Quotes from CASID members

is primarily an English event. However, CASID does include francophone sessions during the Conference, which are prepared with a significant effort by the panellists, but the attendance is limited. For example, there were three French panels at the 2006 conference, which were attended by 6 participants in total<sup>16</sup>. Survey respondents expressed similar sentiments (see sidebar);and

- Even though previously there were francophones on the EC of CASID, currently, there are none.

CASID may need to reflect on how realistic its claim of being a bilingual organization is. The number of francophone members is very small; it will be a significant challenge to turn things around and develop a critical mass of members that would justify labelling CASID as a bilingual organization. As a tentative start to reconnecting with the francophone contingent of scholars, CASID could explore the possibility of collaboration with the Institut d'études Internationales de Montréal, or with the interuniversity program in international development in Montreal, housed at UQAM, on events that would benefit both organizations.



## Multidisciplinary

- Member survey results indicate that CASID is a community of multiple discipliners. Surveyed members listed over seventy areas of specialization (forty unique areas of specializations) when asked for their first field of study. In addition, respondents tended to identify an additional one or two support fields. While around 25% of CASID survey respondents in 1996 cited economics, sociology or anthropology as their support areas, fewer than 20% of respondents identified these areas in 2006;
- In 2006, International Development Studies (IDS) appears as a major specialization of members (identified by 20% of members); this specialization was not represented at all in 1996. This suggests the maturation of IDS as a recognized area of study; and
- Interview and survey data also credit CASID with its role in encouraging others to focus on an interdisciplinary study of international development in Canada.

CASID gave a group of like-minded individuals a home– for some, CASID was their first association.

Quote from the Focus Group

## Pluralistic

While CASID uses the term pluralistic in its mission statement, it does not define it formally. Interviews with CASID's Executive and members suggest that it reflects CASID's intent to encourage diversity in its organization, be it diversity of ideologies or of members.

Pluralism: A state of society in which members of diverse ethnic, racial, religious or social groups maintain an autonomous participation in and development of their traditional culture or special interest within the confines of a common civilization

**Merriam Webster's Collegiate Dictionary Tenth Edition**

<sup>16</sup> Based on the report from the session provided by panel organizer.

Interviews with CASID members indicate that CASID has not yet realized this part of its mission statement:

- Many respondents report that CASID members tend to be somewhat exclusive, and not open to a broad spectrum of views and ideologies related to international development (see sidebar);
- Others note the preponderance of academics among CASID members (78%) and on its Executive Council. (Only one member is from outside the academic community, and even this individual is a researcher);
- There are no representatives of Southern academics or practitioners on the EC;
- Similarly, there are no representatives of graduate students in IDS; and
- Some describe CASID as a 'white' organization (at least 75% of interviewees made this observation).

"CASID is not all-inclusive, as it does not embrace a variety of development solutions. CASID – given the field is ID – should be much more inclusive."

"CASID has never been able to attract practitioners and NGOs."

"No NGOs from Quebec are involved in CASID, even though there are many large, international NGOs with a presence in Montreal such as OXFAM, Circles de Vie, and CECI."

"The dominant culture is academic. Others do not feel comfortable."

"Where are the women of colour?"

"Diversity is a huge issue. CASID needs to embrace different perspectives, different types of people."

"CASID has plateaued as it is drawing from the same, small pool of people all the time. CASID needs to open up and welcome diversity to generate interest. It needs to open doors from the ground up."

"I have seen no change in orientation over the past 10 years. CASID retains its left wing, third world emphasis."

"CASID is superficial for practitioners."

### Quotes from Interviews

We encourage CASID to clarify what it means by pluralism, and to clarify its continued commitment to the concept. If it decides to continue to promote pluralism as part of its mission statement, we encourage CASID to clarify how it plans to operationalize this over time.



### Devoted to study of international development

Interview data, reviews of CASID documents and our observations at CASID meetings and its 2006 Annual Conference indicate that CASID members are actively engaged in understanding, analyzing and finding ways to address underlying problems and challenges related to international development (see sidebar).

### Examples of CASID members' roles in international development:

Providing advice to international agencies all over the world as well as to governments

Providing consulting and advisory services to the Canadian government on policy issues

Working regularly with governments in Africa and Asia

Working in Bolivia on the invitation of the Vice-President on its advisory team for community development

Participating as member of the Canadian government's Market Access Advisory Group for negotiations with the WTO

Involved in civil service reform/private sector development in Russia

However, while assessing CASID's dedication to the study of international development, our data collection revealed some disagreement among members as to whether CASID is committed to i) international development; ii) to international development studies; or iii) to both. In our view, this suggests that some members are unclear as to the intended meaning of its focus and need more explicit direction in regards to its developmental purpose, rather than just stating what it is devoted to. Answering this question could help clarify "why" CASID is dedicated to the study of international development. We encourage CASID to reflect more on this question as part of the proposed review of its mission and objectives.

### In all parts of the world

A review of Journal articles, conference proceedings and observations at the Executive Council meeting confirm that CASID is open to working in all parts of the world. For instance, a review of articles published in the Journal over the last 3 years show that CJDS covers many regions in the world, with the exception of the Middle East and Eastern Europe.

CASID is making some inroads in addressing problems common to the North and the South. For instance, during the 2006 Annual Conference at least three panel presentations had this focus.

However, the phrase "all parts of the world" is not sufficiently clear to some members. For example, some questioned whether CASID is also focused on problems of underdevelopment in the developed world.

#### Geographical focus of CJDS Articles since 2003

12% Asia  
11% Africa  
16% South and Latin America  
2% Eastern Europe (no NIS countries)  
43% Global  
1% Middle East  
13% North (50% of which focus on IDS)

### Other comments

In addition to the observations made above, the descriptive rather than results-oriented nature of CASID's mission statement does not facilitate an assessment of what difference CASID intends to make in the world. As such, CASID should consider reviewing and revising the statement.



**Finding 29: According to the CASID members surveyed, CASID is most effective in realizing organizational objectives related to sharing knowledge and supporting and encouraging a new generation of development scholars in Canada. It is perceived by its members to be less effective in building partnerships with international development organizations and in collaborating with key Canadian development organizations.**

The CASID members surveyed were asked to rate its effectiveness in realizing its five objectives. As shown below, most members see CASID as **entirely or mostly effective** in achieving objective 4 (61%), objective 5 (54%) and objective 1 (45%) (see Exhibit 6.4).

Performance indicators (PIs) are implicated, in one way or another, in all models. They replace traditional input measures like the number of students enrolled, with goal- or result-oriented estimates of outcomes or value-added, such as the quality and employability of graduates. We must consider carefully our contributions to the social, intellectual, economic and cultural life of society.

Roundtable on Performance Indicators, CFHSS  
<http://www.fedcan.ca/english/fromold/perf-ind-roundtable.cfm>

On the other hand, the two objectives related to CASID's reaching out to other stakeholders groups or making a difference in practices and policy have gained a less positive rating and have been judged as entirely and mostly effective by only 22% (75% of members judged these objectives as achieved **moderately to somewhat**). Moreover, this was supported by interview and other data. To support analysis of achievements, we also refer to members' ranking of CASID activities (see Exhibit 6.5).

**Exhibit 6.4 CASID Members' Views on its Effectiveness in Realizing its Objectives**

STATED OBJECTIVES	ENTIRELY	MOSTLY	MODERATELY	SOMEWHAT	NOT AT ALL
1. To create opportunities for information sharing and debate among individuals in the academic community, civil society organizations, policy makers and the general public on development issues	5 (8%)	24 (37%)	23 (35%)	12 (18%)	1 (2%)
2. To explore possible ways of collaboration with key Canadian development organizations on specific initiatives of mutual interest	1 (2%)	12 (24%)	25 (40%)	19 (32%)	1 (2%)
3. To promote partnerships with international development research institutions and NGO organizations in order to actively and constructively advance Canada's development agenda	1 (2%)	12 (20%)	26 (44%)	19 (32%)	1 (2%)
4. To support and encourage a new generation of development scholars in Canada	10 (15%)	30 (46%)	13 (20%)	11 (17%)	1 (2%)
5. To strengthen dissemination, communication and outreach activities of both CASID/ACEDI and CJDS	11 (17%)	24 (37%)	18 (28%)	11 (17%)	1 (2%)

**Note:** For objective 1- n=65, 2 n=62, 3 n=59, 4 n=65, 5 n=65

**Exhibit 6.5 Relative importance of CASID Activities to Members**

Activities	Percentage (%) of Respondents that identified the Activity as:			
	First Choice	Second Choice	Third Choice	Fourth Choice
Canadian Journal for Development Studies	37	32	14	13
Annual Conference	37	24	13	7
E-mail "listserv"	16	19	25	19
Student Travel Grants	4	9	14	12
Regional Events	3	4	10	12
CASID Web site	1	4	12	12
Newsletter	1	7	7	12
Speaker Tours	1	0	4	13
Number of respondents (n=)	76	74	69	59

Source: 2006 membership survey, question 15



## Greatest Effectiveness: Objectives 1, 4 and 5

### Objective 1: Create opportunities for information sharing and debate

The Annual Conference and the CASID Journal are the main activities related to this objective. Key observations follow:

- Annual conference** The Annual Conference was ranked highly by surveyed members. A total of 58% of respondents indicated that they had attended a conference within the past five years, and most of them rated their experience as either very positive or moderately positive. They emphasized the relevance of the sessions they attended in terms of their personal or professional interests, or as being helpful to their studies. The conferences were also helpful in creating networking opportunities and were judged to be well run. (see Exhibit 6.6).

During the 2006 Annual Conference, the panellists came from a variety of organizations, including Northern and Southern Universities, Northern and Southern NGOs, development project leaders, organizational leaders and UN representatives. CIDA or IDRC representatives chaired several of the sessions. The Conference raised significant and diverse topics, about various regions in the world, as well as specific issues that are shared by Canada and the South. Eighteen percent of the 204 Conference attendees were non-members.

*Ils ont été extrêmement utiles, par contre, pour les intervenants-es, permettant de comparer et de contraster non seulement les résultats de recherche dans différents pays, mais aussi d'échanger en profondeur sur la difficile conceptualisation dans ce champ et sur les stratégies de recherche les plus adéquates. Ce colloque générera plusieurs propositions d'articles pour la Revue canadienne d'études du développement, et a contribué à consolider des liens entre chercheurs-es.*

Source: Report on the French Panels from the Annual Conference, Nancy Thede, panel organiser

**Exhibit 6.6 Conference Rating by CASID Members**

Question	Very		Moderately		Somewhat		Not at all	
	#	%	#	%	#	%	#	%
Were the session topics relevant to your work or studies? (n=47)	21	45	16	34	10	21	0	0
Were the workshops helpful in your work or studies? (n=45)	10	22	24	53	10	22	1	2
Were the keynote speakers informative? (n=43)	14	33	20	47	8	19	1	2
Did the conference provide networking opportunities? (n=46)	19	41	18	39	7	15	2	4
Were the activities well-run (e.g. scheduling, materials, logistics)? (n=45)	26	58	12	27	6	13	1	2

- At the same time, some survey respondents questioned the relevance of certain sessions and/or the low quality of some presentations. Similar concerns were raised among those interviewed, revealing some common concerns related to i) variations in the quality of the sessions at the Conference; and ii) and the lack of interest in some conference topics. For instance, interviewees suggested that even

The evaluator participated in the 2006 Conference. Attendance at sessions varied from 1-2 persons in some sessions to as many as 50 in others. Lack of consistency in documentation (panellist reports to CIDA) prevents an in depth analysis of the attendance at each session.

though members attend the Conference, they frequently skip the panels and the keynote speaker session. While this might be a normal occurrence among participants to any conference, the variance is surprising. It is of a special concern when so many Southern participants are panellist or presenters. While not everybody will be interested in all the topics, CASID may wish to analyse the reasons for frequently low participation among members. One of the suggestions made during interviews was to reduce the number of parallel panels, which CASID has already done.

- CJDS** Staff interviewed indicated that the CJDS is perceived as useful as a teaching aid and as a platform for students and foreign scholars to publish their papers. Moreover, respondents indicated that the quality of the Journal has improved over the last three years. This is also reflected in the relative importance of CASID activities to members (see Exhibit 6.6), which gave the highest rating to the CJDS and the Annual Conference as first and second choice, respectively. On the other hand, Journal subscriptions declined from 600 in 2005 to 450 in 2006 (as of July 14, 2006). The assessment of the Journal is provided in Exhibit 6.7. To some extent, Journal editors and peer reviewers provide a degree of capacity building to the Southern contributors, whose submissions are sometimes below standard. Reviewers prepare notes for the contributors to improve the quality of the submitted papers.
- Some CASID supporters are aware of the need for the Journal to grow and develop and to improve its quality. While subscriptions to the Journal have fallen recently, as noted above, interviews with stakeholders suggest that its quality is satisfactory and indeed has improved over the last 3 years. Similarly, analysis of the Journal citation index provided in Exhibit 6.8 reveals that though various indicators have been improving, the overall use of the Journal remains limited. Common criticism expressed by several of those surveyed or interviewed relates to the lack of an e-version of the CASID journal (see section 6.1). Many argued that other international development journals are now available on line; since CASID does not use this technology, the Journal is less accessible in an increasingly Internet-based culture, even in developing countries.

25% CASID members that replied to this survey question (76) have submitted or are currently submitting articles to the Journal. 30% indicated that they read each issues of the Journal, 32% that they read the Journal usually and another 35% that they read it sometimes. Only 2.5% do not read the Journal.

**Exhibit 6.7 Journal Assessment by CASID Members**

Question:	Always		Usually		Sometimes		Never	
	#	%	#	%	#	%	#	%
Content is relevant to my work or studies (n=67)	12	18	30	45	25	37	0	0
Articles are methodologically sound (n=66)	9	13	51	77	6	10	0	0
Articles are well written (n=62)	11	18	44	71	7	12	0	0
Content varies in focus (n=64)	16	9	37	57	11	17	0	0
Articles contain information or insights useful to practitioners (n=65)	12	18	28	43	25	38	0	0
Content reflects a multi-disciplinary approach to international development (n=64)	18	28	35	55	11	17	0	0

Source CASID 2006 Survey

**Exhibit 6.8 Journal Quotations and Impact Rating**

	NUMBER OF ARTICLES	TOTAL NUMBER OF CITATIONS	IMPACT FACTOR	IMMEDIACY INDEX
2005	45	63	0.003	0.044
2004	33	69	0.310	0.121
2003	22	53	0.130	0.000
2002	25	25	0.143	0.000

For comparison, the quality indicators for other journals are:

Journal for Development Studies (UK) – Number of articles: 56, Number of citations: 489, Impact Factor: 0.563, Immediacy Index: 0.161

Canadian Geographic Journal: Number of articles: 24, Number of citations: 287, Impact Factor: 0.491, Immediacy Index: 0.167

Canadian Review of Sociology and Anthropology: Number of articles: 20, Number of citations: 177, Impact Factor: 0.267, Immediacy Index: 0.050

Canadian Journal of Economics: Number of articles: 67, Number of citations: 752, Impact Factor: 0.635, Immediacy Index: 0.164

The Canadian Journal of African Studies was not referenced.

**Objective 4: Support and encourage a new generation of development scholars in Canada** Many of those interviewed noted the influence that CASID members have had on the development of IDS in Canada. As a learned society with the goal of supporting the development and growth of a discipline of study, CASID has provided its members with the opportunity to come together and support each other in creating interdisciplinary ways of teaching IDS. Those attending the Annual Conferences frequently report that they have been “re-charged” by the experience, permitting them to pursue their professional objectives for another year. This is reported to have at least indirectly contributed to the blossoming of IDS programs at bachelor and masters levels across Canadian universities. Others flagged the White Paper on IDS studies as a very valuable contribution, the research for which was published in the Journal and which is identified by CASID as its most popular Journal issue.

Currently, CASID’s support for IDS is focused on encouraging and supporting development scholars (rather than creating an enabling environment for IDS programs) in Canada through travel grants and the student essay competition. It is also involved in providing support to undergraduate student organizations in IDS through the Undercurrent and InSight Conferences during the Congress. While CASID collaborates with CCUPIDS on some events, this collaboration is modest.

While CASID did not play a direct role in developing IDS in Canada, it did provide a network of support – comprised of a core group 75 to 100 people who have been members for a long-time. They provided a social network, support, and reassurance. If they were trying to start a degree program in IDS in isolation we would probably have given up.

Quote from the Focus Group

- **Travel Grants:** All 15 survey respondents who received student travel grants stated that the grant enabled them to participate in CASID's Annual Conference; 92% of these respondents indicated that attending the conference was very valuable for their professional development. The number of student grants available increased from 25 in 2002 to 42 in 2005. Several past student members stated that receiving travel grants was crucial to their career and growth within the academy and outside it.
- **Essay Competition:** The competition grants a prize for the best graduate student paper, which is then published in the Journal. It constitutes an important part of the growth and support for the career of individual students as it affords them a chance to present their paper at the Conference and have it published.

**Objective 5: Strengthen dissemination, communications and outreach activities of both CASID and CJDS.** CASID has engaged in several activities to realize this objective. These are reviewed below.

- **List serve:** CASID's list serve was ranked as its third most valued activity (see Exhibit 6.5). CASID members identify the list serve as an effective way to post information: 91% of CASID members receive the list serve (as compared to 12% in 1996 when it was known as CASID-L). Canadians outside Canada note that it keeps them in touch with events taking place in the country. A significant number of list serve members (almost 450) are not CASID members, suggesting its value to others. However, some have expressed concerns that some of the more detailed discussions are not of interest to all members. CASID is trying to respond to this criticism by introducing other methods for such specific discussions to take place (e.g. blogs or other specific discussion 'sub-list serves'). Recently members have praised CASID's effective moderator role.
- **Regional Events:** One of the purposes of the regional events is to increase CASID's national profile and membership. The Regional Events initiative has suffered some growing pains and has received a limited number of requests from the universities. As noted in Exhibit 6.5, regional events are not rated as highly relevant among surveyed CASID members. The report on regional events by the Past-President suggests that regional events have increased knowledge about CASID among students and participants, the majority of whom had no prior idea of CASID's existence. One of the other expected results for conducting regional events was to increase the number of CASID members. A recent report from CASID's Past-President notes that there is no evidence that the regional events are having this desired effect yet but that this may be due to the fact that the tracking system is not yet set-up to enable CASID to determine if this is actually taking place.
- **Newsletter:** It is interesting to note that the CASID newsletter – which one might expect to have a ranking similar to that of the list serve – was not considered a very effective tool by most surveyed CASID members (see Exhibit 6.5). Overall, newsletters are of importance to other academic associations. Of those who responded to the question, relatively modest numbers reported that they always read the newsletter (26%), sometimes (63%) and never (11%). Half of those who read it found it useful to their work or study. While all scholarly associations produce newsletters, these appear to be losing relevance given the instant communication of list serves or blogs.

However, among the 18 respondents of the survey that participated in the regional events, those were rated as very good (over 50%) and good (over 45%) in terms of relevance and appropriateness of the session, location, as well as opportunity for networking. Individual events attracted approximately 100-150 participants (and an approximate total of 1000 over the last 2 years).

- **Directory:** In 1998/99 CASID published its first and only directory of its members. Currently CASID does not publish a directory, either in a hard copy or an electronic version. While CASID planned to update its directory with some IDRC support during the current phase of funding, the directory has not been produced to date. This can negatively affect CASID's networking objectives inside (see sidebar) and outside the organization. While CASID plans to re-introduce the directory, it has been slow to do so. The three area study associations already publish such directories on the internet, together with addresses and specialization areas of their members. CASID may wish to explore the effects of such lists on the members and outside stakeholders.

Many CASID/ACEDI members (especially new ones) remain largely anonymous and except for participation in the Annual Conference may have reduced opportunities to engage in the ongoing debate.

**CASID's Grant Proposal to IDRC, page 11**

### Modest effectiveness: Objectives 2 and 3

In terms of the remaining objectives, namely Objectives 2 and 3, CASID's members viewed its effectiveness as relatively modest in comparison to its other objectives, with only 26% (Objective 2) and 22% (Objective 3) indicating that CASID has been entirely or mostly effective. This has been confirmed by interviews and other data:

**Objective 2: Explore ways of collaboration with key Canadian development organizations.** As noted earlier and illustrated in Appendix X, there are no specific activities that support this objective. Encouraging conference participation by NGOs only indirectly supports it. While CASID had begun some collaboration with WUSC, to date this has resulted in only limited collaboration during the Conference. There was also involvement by Canadian and Southern NGOs in panels organized during the recent Conferences. In our view, CASID will continue to have difficulty in achieving this objective if it does not develop specific approaches, strategies, and activities to support it.

**Objective 3: Promote partnerships with international development research institutions and NGOs to advance Canada's development agenda** In addition to the low rating by CASID members, outside stakeholders were also particularly critical about CASID's effectiveness in regards to this objective, and were especially concerned with CASID's achievements in relation to forging needed linkages among research and policy. One reason for the lower rating may relate to the relatively limited number of CASID activities undertaken in support of this objective, in comparison to Objectives 1, 4, and 5. CASID's only recent activity to influence policy was the common statement that NSI and CASID presented during the International Policy Statement debate in 2004/05. While the CJDS and the Annual Conference could be potentially useful in supporting this objective, the limited current reach of these two activities is a constraining factor.

### Concluding comments

One possible explanation for differences between ratings for objectives 1, 4, 5 on the one hand and objectives 2 and 3 on the other may relate to CASID's context. As a traditional learned society, CASID performs a **bonding function** – bringing its largely academic members together by providing various means for members to communicate or share their views within a largely academic context (e.g. Conferences, the Journal, list serve, and newsletter). At the same time, its stated mission of linking academics, professionals and policy makers indicate that one of CASID's stated primary roles is to act as a **bridge** between various stakeholder groups. In our view, CASID has been more effective as a bonding, rather than a bridging, organization. While it is possible to serve both purposes, each requires quite different sets of activities. CASID's EC may wish to reflect

further on whether members wish the organization to be a bonding organization, a bridging organization, or both. They should also identify the implications of such decisions in upcoming meetings.

### 6.3 Financial Viability

This section explores the financial viability of CASID in terms of its revenue growth, diversification of funding, and accumulated reserves.

**Finding 30: While CASID's revenues are increasing and its revenue sources are becoming more diverse, it remains highly dependent on IDRC as its major donor.**

CASID's revenues have grown steadily since 1995, when its funding stood at \$64,000. Since then the organization has been successful in tripling its funding, which amounted to \$185,000 in 2005/06.

CASID is a small association. In the research conducted by CFHSS, most associations of this size stated that their main source of income is membership dues (see sidebar). From this vantage point CASID is an extremely successful organization, as it was able to tap into sources of revenue not available to other scholarly associations.

In addition, over the last few years CASID has also diversified its sources of funding, as shown in Exhibit 6.9. While initially it was almost totally dependent on IDRC support, CASID has reduced this dependency over time. IDRC's support as a percentage of total revenues fell from 91% in 2001 to 75% in 2006. Grants from CIDA, provided through CFHSS, commenced in 2002 and have increased steadily to almost \$50,000 in 2006/07. They represent a significant new source of funds. CIDA confirmed that CASID is one of the few organizations that access this funding. In 2005/06, IDRC and CIDA together provided 94% of CASID's revenues. CASID's other sources of revenue (membership and registration fees) represent 6% of its total revenue.

Membership dues are the main source of revenue for 89% (39/44) of the associations.

87% of associations (39/44), mostly those of medium and large size, receive funding from SSHRC. The small associations receive less support from SSHRC, with 17% (5/29) reporting they did not receive any funding.

**Only seven associations reported funding from government organizations other than SSHRC.**

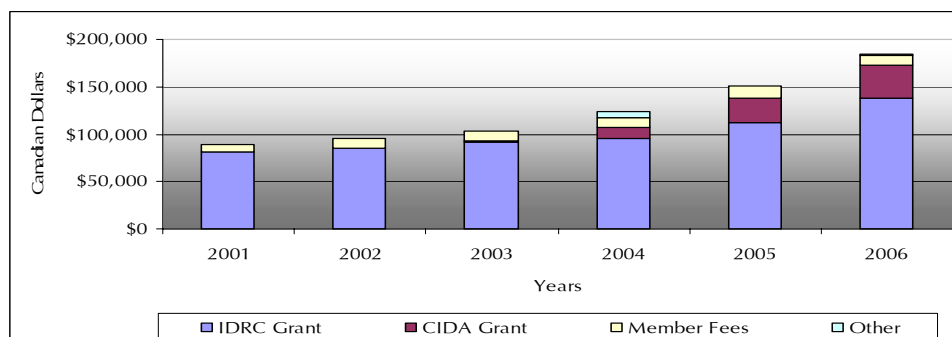
Less than half the associations (21/44 or 48%) receive funding from universities. Sub-disciplinary associations receive the least amount of university funding.

Few associations (6/43 or 14%) receive funding from private companies.

41% of the associations (18/44), mostly those which might be classified as "large," collect advertising fees as a revenue source.

Revenue from conferences provides additional funding, as does the sale of publications.

**Exhibit 6.9 CASID Revenues 2001-2006**



The 1996 evaluation of CASID recommended that it diversify its sources of revenue. One suggestion was that CASID further increase revenues generated through membership fees, either by raising fees and/or by increasing the number of members.

#### CIDA support

CIDA's support not only helps CASID diversify its revenue base, but covers the cost of collaborative ventures and enables participation by Southern scholars in CASID's Annual Conference.

Interviews with CASID members suggest that CASID would find it difficult to increase membership fees at a time when membership numbers are stagnant and Journal subscriptions are falling. Furthermore, given the relative modest contribution of membership fees to overall revenue, a sizable increase in fees would be needed to have any real impact. Current members indicate that it is unlikely that the membership – many of whom are members in other associations as well – would tolerate a substantial fee increase.

One alternative to raising fees or continuing to rely on government agencies is to identify new sources of revenue. However, except in accessing IDRC funding, CASID has had limited success with this to date (see sidebar).

Most of its experience relates to applying for, and winning grants with, IDRC and CFHSS (CIDA funding for Conference panels). Further diversification of its funding sources is a logical next step for CASID.

Recently, CASID has attempted to access other sources of revenue – through, for example, the McConnell Foundation with a proposal to establish a student placement program in Canadian community organizations and the Canada Corps Initiative; however, these have not resulted in generating new revenue for CASID to date.

CASID's reliance on IDRC and, more recently, CIDA, for most of its revenues makes it vulnerable to changes in the policies or priorities of these agencies. As a consequence, its financial viability is limited. If CASID decides to address the suggestions made throughout this report, it will need additional financial and human resources. Its current base is too modest for it to assume any more activities. There are a variety of strategies that CASID could consider to generate new and/or additional sources of funds. For example, these might include:

- Partnering with like-minded organizations to share the membership fees and propose joint activities (such as with the area studies) to donors;
- Applying for specified funding or non-monetary support from the growing number of interdisciplinary IDS programs and other programs interested in international issues, on grounds of being an organization representing their interest in the academy and with Canadian government;
- Seeking increased contributions for the Journal from the University of Ottawa or other universities connected with international development studies. The CJDS is only one of two journals published by the University of Ottawa, which therefore might consider providing additional support;

#### Membership fees in CASID and other associations

CASID \$65 (\$35 for students)

CALACS at \$80 (\$23 for students) for 18 months

CASA at \$50 and \$28 for students)

CEA at \$55 (\$25 for students)

CSAA at \$97 (\$40 for students)

SID at 20 euros (10 euros for students)

EADI at 65 euros (25 euros for students)

Sources Figures were obtained from organizations' websites.

- Approaching CIDA for additional funding for the Journal, given that it has ceased publishing its own journal. CASID already receives funds to support a special issue on gender equality from CIDA;
- Identifying other government departments interested in policy and research linkages, such as DFAIT. However, this option may be limited in terms of any financial contribution to the organization, as DFAIT is looking for contacts with individuals rather than organizations;
- Assisting with or providing applied research, offering informational or training events on research skills to practitioners and students for a fee; and
- Seeking advertising income, as some scholarly association are already doing.

However, in our view, before CASID can start engaging in such revenue generating activities, its members and particularly its Executive Council must first determine whether diversifying the sources of the organization's funding is a priority. If these key stakeholders agree that it is, they would then need to identify the changes that need to be made to CASID's culture, objectives, committee structures, resource allocations, and partnership strategies in order to enhance CASID's revenue generation capacities. For example, CASID might need to establish a revenue generation committee and/or identify and designate some individuals with revenue generation responsibilities. CASID might have to allocate some additional human resources for proposal preparation. It is suggested that CASID's Executive Council consider some of these questions as part of its follow up to this evaluation exercise.



### 6.4 Efficiency

According to the OECD-DAC, efficiency is a measure of how economically resources/inputs (funds, expertise, time, etc) are converted to results. However, this type of analysis is not possible in the present case as CASID has not defined, planned, tracked or reported its work in terms of intended results. To assess CASID's efficiency, we therefore used the same proxy indicators that were used in the 1996 evaluation: trends in total CASID expenditure and overheads as well as the cost per member.

**Finding 31: CASID's program and administrative costs have increased considerably over the past five years, although its offerings have changed only slightly.**

#### Total Expenditures

Total CASID expenditures have doubled from \$87,000 in 2000/01 to \$186,000 in 2005/06, as demonstrated below. In 2005/06 alone, total expenditures increased by almost 22%. During the same period, CASID's offerings remained the same, with the exception of the Annual Conference. The main reason for this increase was the cost related to the participation of Southern scholars and practitioners, which is covered by additional CIDA/CFHSS funding. CASID may view this additional expense as being justified on the grounds that the Annual Conference is seen as a very important initiative which has significantly increased CASID's Southern linkages and the relevance of the Conference. Both IDRC and CIDA have expressed their satisfaction with the use of the funds that they provide in terms of the Conference delivery and the numbers reached, even though this significant expenditure has not resulted in increased Conference participation.



**Exhibit 6.10 CASID Expenditures 2001-2006**

Year	Total Expenditures	Change in Cost
	Actual (\$)	% Change from the Previous Year
2005/2006	186,702	21.8%
2004/2005	146,084	19.0%
2003/2004	118,355	12.9%
2002/2003	103,139	9.8%
2001/2002	92,991	6.3%
2000/2001	87,171	

Source: CASID annual financial reports.

## Cost of Activities

Among CASID's activities, the Annual Conference and the CJDS are the ones most valued by its members, but are also the most costly (see Exhibit 6.11). A total of 225 participants attended the 2005/06 Conference, at a total cost of were \$60,000. CASID devotes a considerable amount of time and effort to plan, organize and deliver the Conference. As noted above, Conference costs have increased since 2003/04 due to increased participation of Southern participants, with CIDA covering the cost of their travel and stay in Canada (in addition to covering the travel cost of some of the Canadian panellists). The Regional Events also added to overall costs as the program has become formalised and plans have been established to carry out 5 such events in a year, each with a budget of \$3,000. In addition, an administrative position has been created to support carrying out of this program.

On the other hand, while the Journal remains a costly undertaking, its costs have not increased significantly, as volunteers mostly undertake its production. Only the technical aspects of the production are covered by CASID's funds. In addition to CASID's contribution for two issues annually, the Journal receives funds from other sources, such as SSHRC. Special issues, if proposed by CASID members, are funded through other sources.

**Exhibit 6.11 Cost per Program Activity**

	2005/06	2004/05	2003/04	2002/03	2001/02	2000/01
Conference Cost	48,130	26,862	16,469	6,843	4,478	653
Travel Grants	11,984	11,629	14,205	9,329	9,415	9,586
<b>Total Conference</b>	<b>60,114</b>	<b>38,491</b>	<b>30,674</b>	<b>16,172</b>	<b>13,893</b>	<b>10,239</b>
CJDS (CASID cost)	57,235	53,860	50,490	53,040	47,055	46,713
Regional Events	21,073*	9,946	4,650	1,150	2,950	1,818
Outreach	7,562	7,006	2,900	6,732	2,369	3,529

Regional Events Cost for 2005/06 includes the \$5,000 to cover the cost of the Assistant to the Past-President, who manages the Regional Events. Costs of the list serve and the newsletter were not easily established based on the financial statements.

## Overhead Costs

In 1996, the evaluator recommended that CASID limit its overhead costs. There are signs of progress having been made regarding the “streamlining of costs” shortly thereafter (IDRC, project appraisal # 103091), and indeed overheads were lower in 2001 than in 1995. In real terms, however, overhead costs have increased, mainly due to factors including the creation of the new administration position (assistant to the President) and an increase in travel costs associated with EC meetings. Over the past five years, program expenditures, too, have increased (see Exhibit 6.12); however, administration and management expenses have declined in relation to program expenses and currently stand at 22%. For other non-profit organizations, the “20% rule” is applied by the Canadian government. In recent years, CASID has lowered its administration expenses and almost meets this goal. IDRC rules state that 13% of the funds should go to overhead and management. IDRC may wish to assess if CASID’s administration and management expenses are acceptable at 22%, whether they should be lowered.

**Exhibit 6.12 Program and Administration Cost for 2000/01-2005/06**

Year	Expenditures on Programs		Administration and Management		Total Expenditures
	Actual (\$)	% of Total	Actual (\$)	% of Total	Actual (\$)
2005/2006	145,984	78	40,718	22	186,702
2004/2005	109,303	75	36,781	25	146,084
2003/2004	88,714	75	29,641	25	118,355
2002/2003	77,094	75	26,045	25	103,139
2001/2002	66,267	71	26,724	29	92,991
2000/2001	62,299	71	24,872	29	87,171

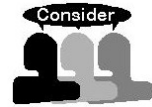
## Cost per Member

Total CASID expenditures have increased due to increased Southern participation in its Annual Conferences. In the 1996 Evaluation, the evaluator noted that expenditures per member had risen sharply while CASID’s basic programs had remained essentially the same. The question posed then was whether the cost per member of around \$300 was justifiable (p.34). Unfortunately, the evaluation did not provide an answer. Similarly, this evaluation cannot provide such an answer based on the information we have, although we note that expenditures per member have increased and now stand at \$808 (see Exhibit 6.13). In other words, if CASID’s members were to pay for all of its services as in other similar small academic associations, they each would have to pay over \$800 in annual membership fees.

**Exhibit 6.13 Expenditure per Member**

March 31	Annual Membership	Total Expenditures (\$)	Expenditure per member (\$)
2006	231	186,702	808
2005	194	146,084	753
2004	194	118,355	610
1995	208	64,253	309

Given CASID's current capacities and characteristics, it may be difficult for the organization to engage in substantial cost-benefit analysis. The organization may, however, choose to increase its focus on the appropriateness of resource utilisation, such as assessing the cost of the Conference and its value to members, assessing the cost of the Journal, and finding options that would lower the cost of the activities, all of which were suggested in the 1996 Evaluation. CASID may also begin to compare the outputs (number of members benefiting, number of non-members) and the effectiveness of activities in terms of their ability to achieve various qualitative objectives in relation to the level of effort invested (including volunteer effort).



## 7. Future Directions

### 7.1 Conclusions

CASID has evolved over the past twenty years from an informal association of scholars associated with the Journal for International Development Studies in 1984 to become a formal, national association. Today it is best known and appreciated among its 200 members for two long-standing activities: its Journal, (established in 1980) and its Annual Conference. While CASID has added some new activities over the past 10 years, these two activities remain the most established and funded. However, there has been only modest evolution in CASID's mission, objectives and activities over the same period.

CASID has a rather significant budget for an academic association, most of which comes from sources other than membership. It has no full-time staff, instead relying heavily on part-time support and a core group of active members who engage actively in the association's activities. CASID has enjoyed considerable financial and moral support from IDRC for the past 14 years, which currently provides most of its revenues. CASID has a relatively low profile in Canada and overseas, and is best known among its members, most of whom are current or past Canadian academics. CASID members have different perceptions and expectations about the organization, in part because of certain ambiguities inherent in its current mission and objectives, in part because of the changing composition of its membership. To date, these differences are latent and not widely discussed within the organization.

Global events have fuelled increased Canadians' interest in international development over the past decade. Their increased interest in the study of International Development is evidenced in the greater numbers of Canadian universities offering inter-disciplinary undergraduate and graduate programs, the potential for doing a PhD in international development at various faculties, and the fact that plans for an inter-university PhD program in Canada are under discussion. This interest in international development has also re-enforced the importance of knowledge management, sharing and dissemination, research and dialogue among researchers, policy makers and practitioners involved in international development in the North and the South. Organizations that can bring such groups together have the potential to play an effective and valuable role in the ID field.

CASID's current organizational mission and objectives are of mixed relevance given its present context, stakeholder needs and its donors' priorities; similarly, CASID has had mixed results in realizing its stated mission and objectives. CASID's potential relevance and effectiveness could be enhanced through the explicit identification of developmental foci that clearly convey its purpose and expected results. This would replace the rather descriptive and more operational mission and objectives statements currently in place. CASID is very dependent on IDRC's continued financial support, which, while it has provided for financial security until now, may have created a "corporate mind-set" dependent upon a single source of funding. Its offerings and membership numbers have remained relatively unchanged.

CASID's organizational capacities are limited and informal, in large part because of its nature as an academic organization and its reliance on volunteers. While effective until now in managing the organization, there are some important gaps in CASID's current capacities that could threaten its long-term growth. These include the limited priority given to strategic management, its reliance on a relatively small membership base and pool of active volunteers and partners, as well as revenue generation success to date.

Throughout the report, we have provided detailed suggestions for CASID's consideration. The purpose of this final section is to highlight our recommendations.

## 7.2 Recommendations

### **Recommendation 1: CASID members should decide whether they want it to become a more strategic and effective organization in ID/IDS field in Canada.**

CASID is at a critical point in its evolution. On the one hand, given its context, CASID has the potential to play a more important, strategic and relevant role in the ID field. On the other, despite 20 years of existence and repeated successful offerings (including the Journal and Annual Conferences), CASID is relatively unknown beyond its current members and supporters, and its current members do not commonly understand its role. As noted above, CASID faces some challenges in regards to its organizational performance (relevance, effectiveness and financial viability) and its organizational capacities.

Despite these apparent challenges to CASID's long term survival, many of the CASID members interviewed (particularly active and long-standing ones) appear to be comfortable with the status quo, indicating that they see no need for CASID to adopt more strategic practices, as advocated by both the present and 1996 evaluations. In our view, further inaction in regards to strategic management on the part of CASID

members will have negative consequences for the organization: interest in CASID in terms of membership and funding may wane over the next few years. This challenge is not only faced by CASID; recent research confirms similar challenges faced by associations as they try to reinvigorate the association model

(see sidebar). Questions regarding the future of learned societies have been also posed in the CFHSS publication *Reinventing Scholarly Associations*. The 1996 evaluation noted the need to change, but this was not pursued. It is not our role to dictate if, how or when CASID should change, but we do recommend that the Executive Council consider this question very carefully during its upcoming strategic meeting in June. We have identified some implications for CASID should it retain the status quo as a traditional learned society, as opposed to becoming a more strategic organization in Exhibit 7.1.

Can association leaders reverse the down trend by diligent effort — “doing the same thing harder” — or are we faced with a case for reinventing the association model itself? Can we simply work our way to a more successful place in the competitive arena by overhauling the web site, revamping the Annual Conference, adding new services, fancying up the membership recruiting package, and the like? Or do we need to dismantle the business model and reconstruct it according to a new rationale?

**Is the Association Model Broken, a Case of Reinvention, Centre for Association Leadership, 2005**

**Exhibit 7.1 Future Directions: Some Actions and Implications**

Element	Status Quo	More Strategic Association
Strategic Management		
Strategic directions	<i>Members who currently feel that CASID's mission and objectives are unclear or too broad may leave the association or feel discontented. If CASID is unsuccessful in achieving more of its outreach objectives, it may lose members and donors.</i>	CASID stakeholders develop a shared vision for the association.  <i>While in the short run CASID may lose some existing members, it may gain others if it is able to define its strategic direction effectively.</i>
Strategic Leadership	<i>CASID may become irrelevant in the changing context.</i>	Revise members' and especially EC members' responsibilities to include strategic leadership.

Element	Status Quo	More Strategic Association
Human Resources Management		
Volunteers	Stays the same. <i>Volunteers' satisfaction level may suffer with time if the membership and the participation levels remain low.</i>	Use volunteers strategically for specific tasks, organize working groups for strategic planning and other necessary management functions.  <i>May increase members' satisfaction with the role they play in the organization and their loyalty.</i>
Paid Staff	Remain a volunteer-run organization, with some support from secretarial staff for operational issues.  <i>Its management may always fall on the second place at the leadership level, thus not allowing the organization to grow at an advance rate.</i>	CASID may wish to create/share the position of Executive Director to coordinate the management of the organization.  <i>This would allow the Executive Council to manage CASID strategically and would allow it to build a corporate memory and support longer-term initiatives.</i>
Membership Management	<i>Lower membership, subscriptions and increased effort to attract members that may still not bring results.</i>	CASID may need to decide which groups constitute its membership target and design and develop its recruitment targets for each one.
Financial Management		May stay the same but include more analysis of cost-benefit of activities vs. outputs and outcomes  <i>Improve CASID's ability to document its value to donors and members.</i>
Resource Mobilization	<i>May have difficulty attracting funding if it does not begin to show value for money in terms of outcomes.</i>	<i>If it becomes a more results-oriented organization, CASID may become more attractive to IDRC, CIDA and other donors.</i>
Activity Management		
Selection of Activities	<i>The activities will largely stay the same, attracting members who could leave the organization once their professional advancement needs are satisfied.</i>	CASID may have to review and revise each of its traditional offerings to assess their attractiveness to the members.  <i>Aligning activities with the needs of the participants/users may increase their attractiveness and levels of participation.</i>
Monitoring and Evaluation	<i>CASID will not be able to compete with other, more outcome-oriented organizations which can demonstrate their value for money.</i>	CASID would have to develop a simple monitoring system to capture the experiences of its members and to measure the achievement of the revised objectives to show the difference it makes.  <i>CASID may become more attractive to donors and partners.</i>
Processes	<i>Decisions take a long time and CASID may not move fast enough to capture new opportunities.</i>	<i>CASID will need to introduce processes to support more effective decision-making by introducing more working groups, focused activities, use of electronic linkages to support development of the organization.</i>

Element	Status Quo	More Strategic Association
Partnerships	<i>CASID may have difficulty attracting partners outside of the academy.</i>	CASID's major partners might be drawn from a range of think tanks, NGOs, research institutes, government bodies, as well as academics in Canada and abroad, especially in developing countries. The possibilities for partnership under this scenario are vast. CASID would become an interesting partner once it knows what it is and what it has to offer. CASID may involve the Canadian Council for International Cooperation, Association of Universities and Colleges of Canada and other partners of the IDRC Canada Program to create a forum for discussion of the relationship between the three groups and of ways to bring them together.

**Recommendation 2: Should CASID decide to become a more strategic association, it should focus its efforts over the next few months on defining its distinct added value.**

The very first priority for CASID members relates to clarifying its mission, objectives and role. In our view, CASID's Executive Council can begin by carefully examining the continued relevance of CASID's mission and objectives as currently defined, using some of the questions summarized below as starting points:

- Should CASID aim to remain a **bonding organization (a Learned Society)** with a clear academic focus and representing academic interests?
- Should CASID go back to its roots and **focus on IDS growth in Canada**, on pedagogy in IDS, strengthening the capacities of the IDS departments, support the PhD in international development, collaborate/merge with CCUPIDS, and together focus on advocacy and implementation of recommendations of the White Paper on IDS? In other words, should it become a professional association?
- Should CASID embark more forcefully on a **bridging role** to fully engage academics, NGOs and/or policy makers in the discourse about international development?
- Should CASID play a role as a **capacity building/partner to Southern scholars/ organizations/ Journals** engaged in development research?

Professional associations set standards of professional performance, as well as guidelines for professional training programs, enhance communication between members, serve and protect special interests of the profession by promoting legislation and enhance the degree of professional conformity to professional standards and practices among its members.

From Learned Society to Professional Organization by David Tassel in American Historical Review, 1984.

No matter what direction(s) CASID decides to take, there will be some opportunities and challenges that the organization faces, which we have attempted to identify in this report in order to spark discussion among CASID members on this complex and profound decision (see Exhibit 7.2).

**Exhibit 7.2 Examples of Potential Future Directions for CASID**

DIRECTION	RATIONALE	OPPORTUNITIES	POTENTIAL THREATS
Bonding Learned Society focused on International Development	<p>There is still a need to create the opportunities for an interdisciplinary Learned Society focused on international development to examine, present and debate solutions for developmental problems.</p> <p>CASID is already more effective playing this role and could build on its strengths.</p> <p>CASID could focus on networking opportunities, delivery of Conference and the Journal and other knowledge sharing activities to support better solutions to developmental issues.</p> <p>Academia has a lot to offer in terms of generating ideas, conducting research and focusing on disseminating this research.</p> <p>CASID's reach can include Northern and Southern academics, as it currently has in its Conference and Journal activities.</p>	<p>This option would require the least changes in CASID as it is already playing that role and is more effective in achieving this type of result. CASID would, however, need to deliver it in a much more strategic way.</p> <p>CASID's niche would become clearer to its members and donors as well as guide development of its future strategy.</p> <p>Delivery of the Conference and the Journal would remain the most important activities as channels for discussions.</p> <p>IDRC and CIDA appear to be interested in providing support for such discussions under certain conditions (involvement of Southern participants, North-South Exchange, etc.).</p> <p>There may be options for Canadian/other universities working in international development (i.e. those that have international research departments) to contribute to CASID in money and in-kind.</p>	<p>Following this option would have implications for CASID in terms of identifying sources that would be interested in funding such an organization.</p> <p>Limited ability to reach beyond the 'homogenous' group of academics because of existing social networks.</p>
Advocacy and Implementation Focus on IDS Growth	<p>There still is a need to grow and develop IDS in Canada in terms of creating recognition for the IDS programs in areas such as professional development opportunity, growth of the programs, and development of enabling environment for IDS researchers and academics.</p> <p>CASID could focus on supporting IDS through an advocacy program using the White Paper on IDS as a starting point for its strategic development.</p>	<p>CASID's niche would be defined to its members, and the organization would benefit from clarity of mission.</p> <p>Partnering/merging with CCUPIDS on the support for development of IDS in Canada is a necessary prerequisite.</p> <p>By being more attractive to university programs in IDS, CASID could increase its membership.</p>	<p>CASID may lose support from CIDA, which frequently mentions that it is not as interested in supporting IDS but rather ID and ID debate.</p>
Bridging Organization	<p>There is a need to bring together practitioners, policy makers and researchers, in the North and the South. Canada especially lags behind Europe in introducing the policy-research-practice linkages.</p>	<p>CASID may base itself on efforts already made but these would have to be significantly increased.</p> <p>IDRC and CIDA already have significant linkages with practitioners, who are themselves in small numbers already CASID members. Even as academics, CASID members have practical experience on the ground as practitioners (members of NGOs) or consultants. CASID may involve IDRC's Canadian Partnerships and CIDA policy branch staff in</p>	<p>Given the context, it is a difficult role for CASID to take on and will require concerted efforts that go beyond CASID's traditional constituency. Currently CASID may not have the capacity to engage in such a role and would need significant support.</p> <p>CASID may need to review and revise its</p>



DIRECTION	RATIONALE	OPPORTUNITIES	POTENTIAL THREATS
		promoting the organization among their staff and their organizational partners.	activities to be attractive to NGOs and policy makers and may have to let go of some that do not support its bridging role. It may be faced with resistance from some members.
Southern Knowledge Exchange/Mutual Capacity Building	The growing number of Southern organizations and Journals focused on international development creates opportunities for networking, partnerships with Southern organizations, developing linkages to support the understanding of mutual problems and solutions.	<p>Increase its relevance in terms of the current context of North and South linkages.</p> <p>Potentially increase attractiveness to members that are interested in North-South collaboration to support the relevance of their research.</p> <p>Potentially Increase attractiveness to CIDA and IDRC</p> <p>There is a growing number of Southern research organizations, universities and journals that would benefit from linkages with Canadian universities, the opportunities for information exchange, shared learning, etc.</p>	The abilities and methodologies of CASID to provide capacity building support would have to be examined and developed. CASID may need to find sources that would fund their own capacity building efforts.

**Recommendation 3: Any future support provided by IDRC to CASID should be results-oriented: focused on CASID's role and the change the organization is introducing in the Canadian context of ID and/or IDS.**

To date, IDRC has not required nor has it received outcome-based planning or reporting from CASID. As a consequence, it has limited information on CASID's achievements, especially in regards to its stated objectives. This is not acceptable in the current context. To date, IDRC has been informed about the activities that CASID delivers but not on the extent to which organization has contributed to the development of ID or IDS in Canada.

IDRC should introduce results-based requirements for the proposal, and require reports that would present CASID's achievements in relation to its objectives. IDRC's Canadian Partnerships branch should challenge CASID, as per the objective stated in its Strategy (see sidebar), to be an association that questions and develop its strategies, that '*dreams big and expands its reach*,' makes a difference in the Canadian and Southern context and is able to tell its own performance story in terms of the difference it is making.

The Centre will challenge present partners to review their own strategies, to dream bigger, and to expand their reach - in terms of their own community, and of their contribution to South-North partnership and to policy.

**Canadian Partnerships Strategy 2005-2010, IDRC, 2005**



## Appendix I Data Sources – People

### Interviews:

- 1) Dr. Margot Wilson, Department of Anthropology, University of Victoria, Past CASID President
- 2) Dr. Eva Rathgeber, Joint Chair in Women's Studies, University of Ottawa, CASID President
- 3) Ms. Ann Weston, The North-South Institute, CASID Secretary
- 4) Mr. Wilder Robles, Conference Coordinator, Assistant Professor, International Development Studies, University of Winnipeg
- 5) Prof. Jane Parpart, member, former CASID Executive
- 6) Ms. Aradhana Parmw, Former CASID President, creator of CCUPIDS
- 7) Dr. David O'Brien, Senior Program Officer, International Development Research Centre, past CASID Executive Council member
- 8) Dr. Stephen Brown, Associate Editor, CJDS, Dept. of Political Science, University of Ottawa, CCUPIDS member
- 9) Ms. Laurel Hyatt, CJDS, Production Manager
- 10) Ms. Steffanie Scott, Member, University of Guelph
- 11) Dr. Farokh Afshar, Faculty of Environmental Design and Rural Development, University of Guelph, CASID Regional Champion, Representative of CASID on the Journal
- 12) Ms. Patricia Paton, CASID member, past Executive, moderator of the Listserv
- 13) Dr. Roy Culpeper, Executive Director, NSI, CASID member, past President
- 14) Mr. Paul Davidson, Executive Director, WUSC, CASID member
- 15) Mr. Brian Tomlinson, Coordinator, Policy Team, CCIC
- 16) Mr. Tony Brewer, Executive Director, CHF
- 17) Ms. Sherry Arnette, Director of African Program, CHF, former IDRC staff member
- 18) Dr. Rohinton Medhora, Vice-President, IDRC
- 19) Dr. Tim Dottridge, Director, Special Initiatives Division, IDRC
- 20) Ms. Gisele Morin-Labatut, Senior Program Specialist, Canadian Partnerships, Special Initiatives Division, responsible for CASID
- 21) Ms. Claire Thompson, Research Officer, Canadian Partnerships, Special Initiatives Division
- 22) Me Nancy Thede, CASID member, Université du Québec à Montréal (UQAM)
- 23) Mr. Raymond Gervais, member, consultant
- 24) Mr. Dip Kapoor, member, McGill University
- 25) Dr. Miriam Gervais, former member, McGill University, research associate

- 26) Ms. Karen Hildahl, Undergraduate Student, University of Winnipeg, Conference Assistant, Focus Group Helper
- 27) Ms. Rebecca Miller, PhD candidate at the Centre for Development Studies, University of Auckland, New Zealand, Listserv user, Non-member
- 28) Ms. Suzan James, Coordinator, International Programs, USF Health, University of South Florida, USA, past member
- 29) Ms. Anna Maria Piccioni, Executive Director, CCASLS
- 30) Ms. Susan Thomas, DFAIT, Development Policy
- 31) Dr. Aminur Rahman, CIDA, Policy Branch
- 32) Dr. Rajkumari Shanker, CIDA, Policy Branch, Ex-editor of CIDA Journal
- 33) Ms. Marianne Fizet, CFHSS
- 34) Several graduate student members during the Annual Conference (4)
- 35) Mr. Hubert Palmer, Graduate Student, University of Guelph
- 36) Manager of the NPSIA Journal
- 37) Prof. Jorge Nef, current CASID EC member, past president of the Canadian Association for Latin American and Caribbean Studies (CALACS)

### **Focus Group:**

9 Participants including Executive Council members, past and current members

### **Survey:**

87 CASID members (anonymous)

## Appendix II Data Sources – Documents

### Context :

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[http://www.nonprofitscan.ca/Files/misc/jhu\\_report\\_en.pdf](http://www.nonprofitscan.ca/Files/misc/jhu_report_en.pdf)
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- Lesser, P. (2005). Job #1: *A Relentless Focus on Providing Value to Members*, <http://www.asaecenter.org/PublicationsResources/articledetail.cfm?ItemNumber=13602>, Centre for Association Leadership
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### **CASID documents:**

- CASID Constitution and By-Laws, March 1996, [www.casid-aecdi.ca](http://www.casid-aecdi.ca) and provided by Secretariat
- CASID Guide, 2005, CASID Website
- CASID Proposed Revised Constitution, 2005
- Partnership Renewal Proposal (# 103091) for CASID and CJDS, International Development Research Centre, Ottawa
- CASID Annual Financial Reports for the years 2001-2006 inclusive, prepared by McLarty & Co., Ottawa, Ontario
- CASID Interim Financial Report. Statement of operations for April 1, 2005 – January, 31 2006
- Final technical report – CASID (summary of activity 2002 to 2005) (2005)
- CASID Minutes of the meeting of the Executive Committee (2005, 2006)
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CASID & NSI (2003) “White Paper” on International Development Studies in Canada.

CASID & NSI (2003) Joint submission to the Canadian Foreign Policy Review

CASID & CJDS (2005) Partnership renewal proposals for 2002-2004 and 2005-2008 (#103091)

CASID Final Report on 2002-2004 on Contribution to IDRC

Agreement between CASID and the Faculty of Social Sciences at the University of Ottawa (FSS) on co-publishing the CJDS (October 2003)

Internal Correspondence of CASID:

e-mail from W. Robbles (3/9/2006) to CASID regarding 2006 CFHSS-CIDA collaborative program

### **CJDS:**

CJDS (years 1980, 1981, 1982, 1983, 2003, 2004, 2005), from McGill University Library

CJDS Financial Statement for 2005/2006

CJDS and CASID Agreement

CJDS List of Articles for 2000-2005

CJDS Roles and Responsibilities of the Board

### **IDRC Documents:**

IDRC Project appraisal (file #103091) of the partnership renewal proposal for CASID & CJDS, 2005-2008

IDRC comments on partnership renewal proposal for CASID & CJDS, 2005-2008

IDRC (2005) Memorandum of grant conditions for CASID (grant # 103091)

IDRC (2005) Canadian Partnerships Strategy. Special Initiatives Division, 2005-2010. Ottawa, Ontario

Web materials – history, mission

### **Other Organizations:**

Websites of international development organizations, associations, journals, NGOs

Administrative Sciences Association of Canada (ASAC) Website

Africa Development Website

Asian Development Bank Website

Asian Development Review Website

AUCC Partnership Grant (2004-2006), Technical Report

Canadian Asian Studies Association (CASA) Website

Canadian Association for African Studies (CAAS) Website

Canadian Association for Latin American and Caribbean Studies (CALACS) Website

Canadian Associations of Geographers Website

Canadian Committee of the Middle East Studies Association of North America (CANMES) Website

January 2007

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Project number c:\documents and settings\cstock\desktop\casid final revised report 12cs.doc

Canadian Consortium of University Programs in International Development Studies (CCUPIDS) Website

Canadian Council for International Cooperation (CCIC) Website

Canadian Evaluation Society (CES) Website

Canadian Foreign Policy Website

Canadian International Development Agency (CIDA) Website

Canadian Journal for Development Studies Website

Canadian Political Science Association Website

Canadian Sociology and Anthropology Association Website

Canadians Economics Association Website

Central and East European International Studies Association (CEEISA), St. Petersburg, Russia, Website

Centre Études Internationales et Mondialisation (CEIM)

Centre for Advanced Study of International Development Website

Centre for International Development at Harvard University Website

Centre for Research on Latin America and the Caribbean (CERLAC) Website

CHF (formerly know as Canadian Hunger Foundation and Partners in Rural Development) Website

CODESRIA Website

Department of Foreign Affairs and International Trade (DFAIT) Website

Development Studies Association (DSA) Website

Development, journal Website

EADI Website

Environmental Studies Association of Canada Website

European Association of Development Research and Training Institutes Website

Foundation for Americas (FOCAL) Website

Ghana Journal of Development Studies

Ghana University Website

GHRI (Global Health Research Initiative) Website

Health Canada Website

ID21 Website

IDRC Website

Insights Website

Institute for Development Studies Website

International Development Ethics Association (IDEA) 1984 Source: IDEA Website

International Development Studies Network IDSNet



International Institute for Sustainable Development Website  
International Studies Association (ISA) Website  
International Studies Perspectives Website  
International Studies Quarterly Website  
International Studies Review Website  
Journal of Development Policy and Practice Website  
Journal of International Development Website  
Journal of International Relations and Development Website  
L'Association québécoise des organismes de coopération internationale (AQOCI) Website  
L'Initiative interuniversitaire pour les études en développement international à Montréal EDI-IDS  
Middle East Studies Association (MESA) Website  
North South Institute Website  
OSPE Website  
Society for International Development Website  
Society for Study of Architecture in Canada (SSAC) Website  
South Asia Partnership Website  
The Association of Universities and Colleges of Canada (AUCC) Website  
The Canadian Council of Area Studies Learned Societies (CCASLS) Website  
Undercurrent (undergraduates) Website  
WUSC (formerly World University Service Overseas) Website



## Appendix III CASID Membership Survey

*The total number of responses is provided followed in parentheses by the number of respondents to the English survey and the French survey separately. "Response" indicates the number of individuals answering to the question or choosing the specific item or response. Note that 87 members completed the survey. This represents a response rate of 45.1% based on a total of 193, adjusted for those not reached due to their having opted out of Listserve.) The survey data provided here does not contain the narrative responses. The real response rate was about 40% based on the total membership numbers of 213 as 20 members are not on the Listserve.*

### Member Profile

- 1) Are you currently a member of CASID? 87 (68/19)
- 2) How long have you been a member of CASID?: 82 (65/17)
  - Less than 1 year: 24 (15/9)
  - 1 – 5 years: 38 (31/7)
  - 6 – 10 years: 6 (6/0)
  - Over 10 years: 14 (13/1)
- 3) What is your gender?: 82 (65/17)
  - Male: 35 (28/7)
  - Female: 47 (37/10)
- 4) What is your age?: 82 (65/17)
  - Less than 20 years: 0 (0/0)
  - 20 – 25: 3 (2/1)
  - 26 – 35: 29 (22/7)
  - 36 – 45: 25 (20/5)
  - 46 – 55: 10 (8/2)
  - Over 55 years: 15 (13/2)
- 5) What is your mother tongue?: 82 (65/17)
  - English: 56 (49/7)
  - French: 9 (2/7)
  - Other: 17 (14/3)
- 6) Describe your employer: 83 (66/17)
  - University/university college: 41 (32/9)
  - Other educational institution: 2 (1/1)
  - Government/governmental organisation (e.g. public or crown corporation): 4 (3/1)
  - Non-governmental organisation: 8 (6/2)
  - Private company (industry): 1 (1/0)
  - Private company (consulting): 2 (1/1)
  - Self-employed: 3 (3/0)
  - Not applicable (e.g. student): 17 (14/3)

- Other: 5 (5/0)
- 7) Indicate your primary occupation.: 81 (64/17)
- University or college professor: 25 (20/5)
  - Other educator: 1 (0/1)
  - Researcher: 11 (10/1)
  - Policy and program officer: 7 (6/1)
  - Senior manager or executive: 1 (1/0)
  - Consultant: 4 (2/2)
  - Student: 26 (20/6)
  - Other: 6 (5/1)
- 8) In what province or territory of Canada do you live? :81 (64/17)
- Newfoundland and Labrador: 0 (0/0)
  - Prince Edward Island: 1 (1/0)
  - Nova Scotia: 6 (6/0)
  - New Brunswick: 0 (0 /0)
  - Quebec: 7 (0/7)
  - Ontario: 27 (23/4)
  - Manitoba: 5(3/2)
  - Saskatchewan: 5 (3/2)
  - Alberta: 4 (4/0)
  - British Columbia: 6 (6/0)
  - Northern Territories: 0 (0/0)
  - Not in Canada: 13 (11/2)
- 9) How did you learn about CASID? Choose one or more of the following: 80 (64/16)
- Web site: 15 (9/6)
  - Journal: 15 (12/3)
  - Advertised event: 11 (10/1)
  - Professor: 26 (22/4)
  - Professional referral: 8 (6/2)
  - Personal referral: 18 (16/2)
  - Other: 6 (4/2)
- 10) What type of membership do you have?: 80 (64/16)
- Individual: 41 (33/8)
  - Student: 34 (28/6)
  - Institutional: 0 (0/0)
  - Honorary: 1 (1/0)
  - Other: 3 (2/1)

11) How important is it for you to be a member of CASID? Use a scale of 1 to 10 where 1 is unimportant and 10 is important: 80 (64/16)

Rating	1	2	3	4	5	6	7	8	9	10
English responses	2	1	4	3	10	7	10	14	5	8
French responses	0	1	2	1	2	1	2	4	3	0

### CASID Membership - Global Needs and Satisfaction

12) Overall, how satisfied are you with CASID? 77 (63/14)

- Very dissatisfied: 3 (3/0)
- Dissatisfied: 4 (3 /1)
- Indifferent: 18 (17/1)
- Satisfied: 40 (30 /10)
- Very satisfied: 12 (10/2)

13) How well does CASID meet your needs with regards to each of the following?: 78(63/15)

	Very	Moderately	Somewhat	Not at all	NA
Information sharing and debate in the field of ID	20 (15/5)	29 (24/5)	25 (22/3)	2 (2/0)	2 (0/2)
Providing opportunities for cross disciplinary collaboration	7 (6/1)	22 (18/4)	28 (24/4)	11 (10/1)	9 (4/5)
Providing opportunities for cross organisational collaboration	6 (6/0)	20 (17/3)	25 (20/5)	11 (9/2)	15 (10/5)
Supporting and promoting future ID scholars	20 (18/2)	16 (12/4)	23 (19/4)	9 (7/2)	8 (5/3)

14) CASID currently provides the following to its members. Please rank the four most important activities or resources for you by placing the letter that corresponds to these activities or resources in the spaces provided below.

Activity	First choice	Second choice	Third choice	Fourth choice
	76(61/15)	74(59/15)	69(56/13)	59(49/10)
A) Annual Conference	28(24/4)	18(14/4)	9(7/2)	4(3/1)
B) Canadian Journal for Development Studies	28(21/7)	24(20/4)	10(10/0)	8(5/3)

C) CASID web site	1(1/0)	3(3/0)	8(5/3)	7(5/2)
D) E-mail "listserve"	12(10/2)	14(12/2)	17(13/4)	11(11/0)
E) Newsletter	1(1/0)	5(3/2)	5(4/1)	7(6/1)
F) Regional Events	2(2/0)	3(2/1)	7(7/0)	7(5/2)
G) Speaker Tours	1(1/0)	0(0/0)	3(3/0)	8(8/0)
H) Student Travel Grants	1(1/2)	7(5/2)	10(7/3)	7(6/1)

(Note: Each cell indicates the number of respondents who picked a specific activity or resources (i.e. row) as first choice (i.e. column) or second etc. To illustrate, 28 respondents picked the annual conference as their first choice offering, 18 respondents said the conference was their second choice offering and so on.)

## Annual Conference

15) Have you attended an annual conference within the past 5 years (i.e. from and including 2001 to 2005)?: 78 (63/15)

- yes: 47 (42/5)
- no: 31 (21/10)

16) Please answer the following questions to provide your opinion about the most recent conference you attended.: 47(42/5)

	Very	Moderately	Somewhat	Not at all
Were the session topics relevant to your work or studies?	21 (20/1)	16 (12/4)	10 (10/0)	0 (0/0)
Were the workshops helpful in your work or studies?	10 (10/0)	24 (20/4)	10 (9/1)	1 (1/0)
Were the keynote speakers informative?	14 (13/1)	20 (17/3)	8 (7/1)	1 (1/0)
Did the conference provide networking opportunities?	19 (17/2)	18 (17/1)	7 (5/2)	2 (2/0)
Were the activities well run (e.g. scheduling, materials, logistics)?	26 (24/2)	12 (9/3)	6 (6/0)	1 (1/0)

## Web Site and E-mail "Listserv"

17) Is the information you receive over "Listserv" relevant to your studies or work? : 77 (62/15)

- Very useful: 10 (8/2)
- Useful: 29 (22/7)
- Somewhat useful: 36 (30/6)
- Not useful: 2 (2/0)

18) Have you visited CASID's web site in the past 12 months?: 77 (62/15)

- Yes: 64 (52/12)
- No: 13 (10/3)

19) If yes, did you find the information you needed? : 63 (51/12)

- Always: 2 (2/0)
- Usually: 35 (32/2)
- Sometimes: 17 (15/2)
- never: 2 (2/0)

20) Is our web site easy to navigate?: 63 (51/12)

- Very easy: 6 (4/2)
- Easy: 50 (42/8)
- Difficult: 7 (5/2)
- Very difficult: 0 (0/0)

## Newsletter

21) Do you receive the Newsletter?: 77 (61/16)

- yes: 54 (44/9)
- no: 23 (17/6)

22) Do you read the Newsletter?: 65 (53/12)

- always: 17 (14/3)
- sometimes: 41 (35/6)
- never: 7 (4/3)

23) If you read the newsletter, please provide us with your opinion on the extent to which the Newsletter: 57 (47/10)

	Very good	Good	Fair	Poor
Is relevant to you for personal or business purposes	4 (3/1)	24 (18/6)	28 (25/3)	0 (0/0)
Provides accurate content	7 (6/1)	32 (26/6)	15 (12/3)	1 (1/0)
Is well designed	4 (3/1)	31 (25/6)	19 (17/2)	2 (1/1)

## Regional Events

24) Have you attended any regional events in the past 5 years (i.e. from, and including, 2001 to 2005)? : 76 (61/15)

- yes: 16 (16/0)
- no: 56 (45/11)

25) Please provide your opinion about the event described above in terms of the following features: 18(16/2)

	Very good	Good	Fair	Poor
Relevance of content or topic of discussion	9 (8/1)	8 (7/1)	1 (1/0)	0 (0/0)
Appropriateness of presenters or panel discussants	11 (10/1)	6 (5/1)	1 (1/0)	0 (0/0)
Materials provided	6 (5/1)	8 (8/0)	2 (1/1)	0 (0/0)
Location(s)	8 (7/1)	7 (7/0)	2 (1/1)	0 (0/0)
Organisation of the event (i.e. logistics)	11 (10/1)	6 (5/1)	1 (1/0)	0 (0/0)
Opportunity to network with others in your field	8 (7/1)	7 (7/0)	3 (2/1)	0 (0/0)

### Travel Grants

26) Have you personally received a student travel grant within the last 5 years (i.e. from, and including 2001 to 2005)?: 76 (61/15)

- Yes: 15 (13/2)
- No (applied but did not receive): 1 (1/0)
- No (did not apply): 16 (8/8)
- No (not applicable): 34 (29/5)

27) For the most recent travel grant you have received, please answer the following questions: 15(13/2)

	Very	Moderately	Somewhat	Not at all
How easy was the application process?	8 (8/0)	5 (3/2)	2 (2/0)	0 (0/0)
How necessary was the funding for your attendance?	15 (13/2)	0 (0/0)	0 (0/0)	0 (0/0)
Was the process by which the grants were awarded clear?	6 (5/1)	6 (5/1)	2 (2/0)	0 (0/0)
How valuable was conference attendance for your professional development?	10 (9/1)	2 (2/0)	1 (1/0)	0 (0/0)

### Canadian Journal of Development Studies

28) Do you subscribe to the Journal along with your membership to CASID? : 76 (61/15)

- yes: 63 (51/12)
- no: 13 (10/3)



29) Have you submitted articles for publication in the Journal?: 76 (61/ 15)

- yes: 18 (18/0)
- Am in the process of submitting: 7 (7/0)
- no: 51 (36/15)

30) Do you read your issues of the Journal? By read, we mean at least one or some articles in an issue. : 76 (61/15)

- always: 23 (19/4)
- usually: 25 (20/5)
- sometimes: 26 (21/5)
- never: 2 (1/1)

31) To what extent do the following describe the Journal? 67(55/12)

	always	usually	sometimes	never
Content is relevant to my work or studies	12 (10/2)	30 (24/6)	25 (21/4)	0 (0/0)
Articles are methodologically sound	9 (6/3)	51 (43/8)	6 (5 /1)	0 (0/0)
Articles are well written	11 (6/5)	44 (37/7)	7 (7/0)	0 (0 /0)
Content varies in focus	16 (12/4)	37 (29/8)	11 (11/0)	0 (0/0)
Articles contain information or insights useful to practitioners	12 (10/2)	28 (19/9)	25 (24/1)	0 (0/0)
Content reflects a multi-disciplinary approach to international development	18 (14/4)	35 (29/6)	11 (9/2)	0 (0/0)

## Contribution to CASID

32) Indicate your awareness of and participation in voluntary activities.: 71 (57/14)

	Yes	No
Are you currently a volunteer?	15 (12/3)	45 (45/11)
Have you previously volunteered for CASID?	21 (19/2)	49 (37/12)
Do you believe that you are aware of the various opportunities for volunteering	25 (18/7)	45 (38/7)

33) If you are or have been a volunteer, indicate what events or resources you contributed to. You may select one or more of the following items.: 25(22/(3)

- Annual conference: 12(12/0)
- Executive Council: 10(10/0)
- Editing the Journal: 7(6/1)
- Reviewing articles for the Journal: 13(12/1)
- Editing the Newsletter: 4(4/0)
- Writing for the Newsletter: 4(4/0)
- Organizing/collaborating regional events: 10( 9/1)

- Organizing/collaborating speaker tours: 5(5/0)
  - Other: 5(4/1)
- 34) If you are or have been a volunteer, rate your experience as a volunteer from the choices below.: 25(22/3)
- very satisfying: 10(7 /3)
  - Satisfying: 13(13/0)
  - Neither satisfying nor dissatisfying: 2(2/0)
  - Dissatisfying: 0(0/0)
  - Very dissatisfying: 0(0/0)

## CASID Mission and Objectives

We are interested in your opinion regarding CASID's mission and key objectives. Please let us know your opinion by completing the questions below.

CASID's stated mission is "The Canadian Association for the Study of International Development (CASID) is a national, bilingual, interdisciplinary and pluralistic association devoted to the study of international development in all parts of the world".

- 35) Does the above describe CASID's mission as you understand it? :68(54/14)
- Completely: 25(19/6)
  - Mostly: 34(29/4)
  - Somewhat: 10(6/4)
  - not at all: 0(0/0)
- 36) Does it provide clear and focused direction for CASID?: 69(55/14)
- Yes: 38(28/10)
  - Somewhat: 28(25/3)
  - No: 3(2/1)
- 37) Towards the fulfilment of its mission, CASID has articulated 5 key objectives. Please rate their relevance with regard to CASID's mission. : 69 (55/14)

	Not at all relevant	Somewhat relevant	Relevant	Very relevant
To create opportunities for information sharing and debate among individuals in the academic community, civil society organisations, policy makers and the general public on developmental matters.	1(1/0)	5(5/0)	23(20/3)	40(29/11)
To explore possible ways of collaboration with key Canadian development organisations on specific initiatives of mutual interest.	1(1/0)	9(9/0)	30(24/6)	29(21/8)
To promote partnerships with international development research institutions and NGO organisations in order to actively and constructively advance Canada's development agenda.	1(1/0)	8(8/0)	23(20/3)	36(25/11)
To support and encourage the new generation of development scholars in Canada	2(2/0)	6(6/0)	14(12/2)	46(34/12)

To strengthen dissemination, communication and outreach activities of both CASID and the Journal	1(1/0)	9(7/2)	23(18/5)	35(28/7)
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38) To what degree is CASID fulfilling these objectives? Please give us your opinion regarding each one of its objectives using the table below.: 66(52/14)

	Entirely fulfilling	Mostly fulfilling	Fulfilling	Somewhat fulfilling	Not at all fulfilling
To create opportunities for information sharing and debate among individuals in the academic community, civil society organisations, policy makers and the general public on developmental matters.	5(3/2)	24(18/6)	23(21/2)	12(9/3)	1(1/0)
To explore possible ways of collaboration with key Canadian development organisations on specific initiatives of mutual interest.	1(1/0)	15(11/4)	25(21/4)	20(16/4)	0(0/0)
To promote partnerships with international development research institutions and NGO organisations in order to actively and constructively advance Canada's development agenda	1(1/0)	12(10/2)	26(21/5)	19(14/5)	1(1/0)
To support and encourage the new generation of development scholars in Canada	10(7/3)	30(23/7)	13(10/3)	11(10/1)	1(1/0)
To strengthen dissemination, communication and outreach activities of both CASID and the Journal	11(8/3)	24(18/6)	18(15/3)	11(9/2)	1(1/0)

## Future Involvement

39) In the next 12 months, do you intend to: 68(54/14)

	Yes	Maybe	No
Renew your membership	49(37/12)	17(15/2)	2(2/0)
Volunteer for an activity or event	17(13/4)	32(27/5)	18(13/5)
Visit the web site	48(35/13)	17(17/0)	3(2/1)
Use "listserv"	49(38/11)	16(13/3)	3(3/0)
Apply for a travel grant	13(11/2)	19(13/6)	36(30/6)
Attend the annual conference	29(23/6)	22(20/2)	17(11/6)
Attend a regional event	7(5/2)	45(37/8)	14(11/3)
Attend a special speaker's tour	7(5/2)	50(41/9)	9(8/1)
Submit an article to the Journal	16(14/2)	34(24/10)	17(15/2)
Volunteer to review articles submitted to the Journal	22(20/2)	22(17/5)	24(17/7)
Volunteer for the Executive Committee	4(3/1)	18(14/4)	46(37/9)
Volunteer for the Editorial Board of the Journal	1(1/0)	20(15/5)	46(37/9)



## Appendix IV CASID Current Offerings and Activities

Offering	Start	Description
Canadian Journal for International Development Studies Source: Journal Website, July 2006, Interviews	1980	<p><b>Characteristics:</b> bilingual (English and French), published four times a year Includes one thematic issue. Additionally there could be one special issue financed by the initiator. Members receive the Journal as part of membership. Linked to the CASID/ACEDI website and vice versa. The Journal is currently published in hard copy only and is not available on line. At present, the site provides advice to authors and other information related to submission of articles, and how to subscribe to the journal.</p> <p><b>Aims &amp; Scope:</b> An international and interdisciplinary forum for the discussion of a wide range of development issues. Open to all theoretical and development strategy orientations and publishes contributions dealing with all regions or countries of the developing world. The <i>CJDS</i> is particularly interested in the policy applications of innovative theory and research, and the role of such countries as Canada toward the promotion of international development and a more equitable world order.</p> <p><b>Areas of interest:</b> aid and trade, regional disparities and agrarian reform, development administration, educational planning and human resource development, industrialization and transfer of technology, environmental issues, human rights and democratization issues, rural development, urbanization, and women in development. While theoretical papers will be considered, preference is given to empirical research, field work, or case studies having significant implications for development planning and policy. Short incisive articles which present a personal point of view and relate experience with present development practices or policies, or continue a dialogue on important issues raised in earlier issues of the Journal will be considered as well. A number of book reviews and summary articles appear in each issue of the <i>CJDS</i>.</p>
Annual Conference Source, IDRC 2005 proposal, Interviews	1991/92	CASID/ holds an Annual Conference (as part of the Congress of the Social Sciences and Humanities) with an aim to provide networking and knowledge sharing opportunity regarding development issues. The conference delivers panels and a key note speaker and delivery of the Student Essay Competition. Scholars from developing countries also have the opportunity to participate in the Conference. CASID secured funding for several conference panels from CIDA and SSHRC. There are two committees, the Conference Committee and the Student Essay Competition committee have a mandate to selecting high quality papers for presentation and balancing the participation of senior scholars, faculty, policymakers and students and encouraging participation by representatives from IDRC and CIDA.
Listserv Source, IDRC 2005 proposal, Interviews	2001	The CASIDI listserv's purpose is to notify members of international development activities, including occasional job openings in Canada and internationally, and acts as a source of information about conferences, courses and other events of interest to the development community. It has also provided a platform for discussions by members and listserve subscribers of current and pressing matters in the development arena. Over the years, the CASID listserv has increased its membership.
Regional Events Source: IDRC 2005 proposal, Interviews	Official date 2004 with some previous similar activities	This impetus for the RE was the 2003 event at Saint Mary's University when IDS graduate students (along with faculty members) organized their first regional conference in the Atlantic Provinces. After that, CASID supported financially several Regional Events organised by students. Average attendance at these events was one hundred. A session at each of these events focused on the CASID-NSI "White Paper" and was facilitated by CASID members. A call for proposals for regional events goes out early in the fall. Collaborations with regional institutional partners are encouraged. CASID provides funding for the organisers of those events.

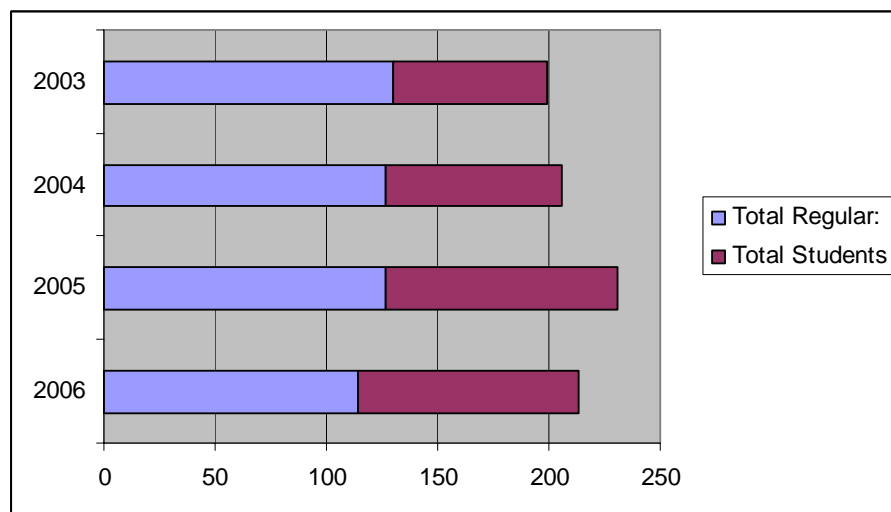
Offering	Start	Description
Travel Grants Source: IDRC 2005 proposal, Interviews	XXX	Travel grants are for students and other participants in the CASID Annual Conference. CASID receives a large number of requests for travel grants, particularly from graduate students, panel organisers for them and for participants from outside Canada, predominantly developing countries. Additional funds have been successfully secured from CIDA over the past several years, which provided travel funds for international participants and also permitted the organization of sessions on particular topics of interest. CASID aims to continue to apply for these additional funds.
Student Competition Source: IDRC 2005 proposal, Interviews, Observation	XXX	CASID/ organizes an essay competition for IDS graduate students who are CASID members. A sum of \$250 is awarded to the best essay. In addition, the top three authors are awarded travel grants to attend the Annual Conference to present their papers. Winners were recognized at the Annual Banquet. The winners are also announced in the Fall newsletter, on the CASID and IDS-NET websites and on listserve. The essays are adjudicated by a committee of CASID referees on the basis of: conceptualization, integration of theory and concepts, contemporary relevance, contribution to knowledge, originality, clarity and logic in analysis, intervention, and appropriateness of references and language. Winning essays are submitted for publication in CJDS; not a subject to the usual peer review process (the competition process plays that role).
Web site Source: IDRC 2005 proposal, Interviews, Observation	1998	A web site ( <a href="http://www.casid-acedi.ca">http://www.casid-acedi.ca</a> ), which is used to advertise its upcoming conferences and regional events, information relating to CASID's constitution, role of the Executive Council and membership, to provide access to back issues of the newsletter, store other key publications such as the CASID-NSI "White Paper" and to direct visitors to the CJDS and other websites. One initiative under consideration is the introduction of an interactive space on the website.
Network of Champions Source: IDRC 2005 proposal, Past- President Report	2004	The purpose for Identifying CASID Champions has been to mobilize CASID's existing human resources toward increasing membership and enhancing engagement with development studies in Canada. CASID launched an initiative to recruit Champions in each of the five regions: British Columbia, the Prairies, Ontario, Quebec, and the Atlantic Provinces. CASID invited individuals to become Champions, assuming responsibility for representing CASID at and participating in key regional activities, helping to promote CASID's mandate and ultimately enhancing CASID's profile and increasing membership in the region. To date, CASID has eight Champions and an additional six have expressed an interest in joining the initiative. Champion activities in the past have focused primarily on publicizing the CASID-NSI "White Paper." Future Champion engagement will continue to focus on regional events and the development of other opportunities to raise CASID's profile.
Newsletter Source: IDRC 2005 proposal, Newsletters	XXX	Two Newsletters are produced annually as part of the portfolio of one member-at-large on the Executive Council. The Newsletters are approximately 10-15 pages in length and provide both French and English translations of the articles and news.
Support to InSight Conference during Congress Source: IDRC 2005 proposal	2005	A collaborative undertaking between CASID and InSight ( a conference of undergraduate level), held during the Congress. The InSight conference provides a opportunity for those who are beginning to focus on development issues and those already advanced —to explore the unique perspectives and contributions of undergraduate students to the field of IDS. CASID views this collaboration as an opportunity to encourage the voice, energy, creativity and idealism of IDS students, to mentor the new generation of development researchers and practitioners and to encourage the engagement of students in CASID activities.
Outreach Source: IDRC 2005 proposal	2002	CASID aims to make efforts to encourage more partnerships with the NGO community in Canada and abroad to pursue research projects that enhance International Development Studies. This partnership is critical for understanding contemporary issues of poverty, exclusion, violence, human rights, and environmental degradation from a theoretical and practical perspective.
CASID members Directory	1998	Not produced at this time

## Appendix V Membership Profile

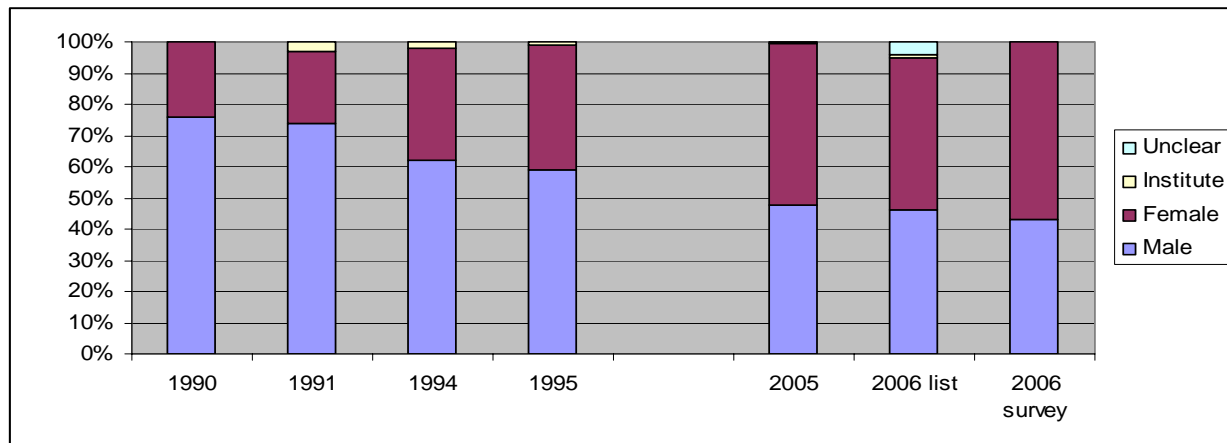
### Regular and Student Memberships

	2006	2005	2004	2003
<b>Regular Members:</b>				
Canada	96	117		
Foreign	18	10		
<b>Total Regular:</b>	<b>114</b>	<b>127</b>	<b>127</b>	<b>130</b>
<b>Student Members:</b>				
Canada	68	77		
Foreign	8	7		
<b>Total with CJDS:</b>	<b>76</b>	<b>84</b>	<b>65</b>	<b>55</b>
Canada – no CJDS	18	17		
Foreign – no CJDS	5	3		
<b>Total no CJDS:</b>	<b>23</b>	<b>20</b>	<b>14</b>	<b>14</b>
<b>Total Students</b>	<b>99</b>	<b>104</b>	<b>79</b>	<b>69</b>
<b>Grand Total:</b>	<b>213</b>	<b>231</b>	<b>194</b>	<b>194</b>

Note: 2006 figures as of June 20, 2006 (2004 and 2003 incomplete data – no division between Canada and Foreign and CJDS no CJDS membership)

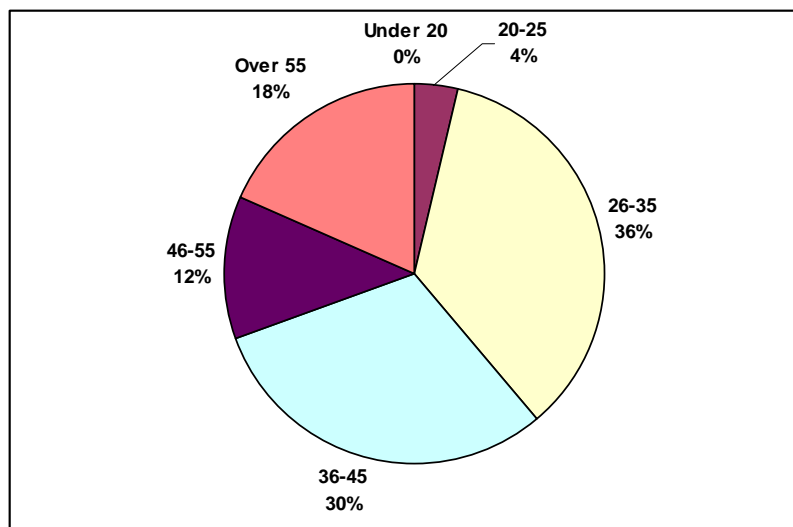


## Gender



Sources: 1996 evaluation, CASID member lists for 2005, 2006 and 2006 Membership Survey

## Age



## Regional Distribution

In percentages

Province	1990	1991		1994	1995		2005	2006
Nfld	11	14		13	11		19	18
PEI								
NS								
NB								
Qc	21	7		14	17		9	8
Ont	49	55		52	48		46	40
Man								



Province	1990	1991		1994	1995		2005	2006
Sask	12	16		10	9		11	13
Alba								
BC	4	7		4	5		7	8
NT	1	0		0	0		0	0
Foreign	2	2		6	11		8	10

Source: 1996 evaluation, 2005, 2006 lists

Note: Even though we collected data by province, we have added up some provinces for comparison with the earlier data. We assume that the Priaries category in the 1996 evaluation referred to Alberta, Saskatchewan, Manitoba, and that Pacific referred to British Columbia alone.

Note: \*2006 data incomplete (will be revised for next version)

## Language

Language	2005 list	2006 list	2006 survey
English	96 %	97 %	68 %
French	4 %	4 %	11 %
Other	N/A	N/A	21 %
n	231	203	82

\*2006 incomplete. Membership lists provide English or French (for labels) only.

## Disciplines

Here is a sample of disciplines, showing growth of IDS specialists among members.

### Number of respondents

Discipline	1996	2006
Economics	22	13
Politics	28	18
Sociology	22	6
IDS	0	17

In Percent

Sources: Membership surveys of 1996, 2006, Will not add to 100%, as only the top three plus IDS are shown.

## Employer

Employer	1990	1991		1994	1995		2006 (#)	2006 (%)
University /college	60	60		44	47		42	78
Educational institutions							2	
Student							19	
Govt	18	16		14	13		5	19
NGO							8	

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Employer	1990	1991		1994	1995		2006 (#)	2006 (%)
Priv							2	
Self	22	25		42	40		4	100
Survey count							82	
Members	106	102		205	208		213	213

Source: 1996 evaluation; 2006 membership survey

## Occupation

Occupation	2006 (actual)	2006 (percent)
Univ/coll prof	25	65
Other educator	1	
Student	26	
Researcher	11	14
Policy/program officer	7	9
Senior manager/exec	2	3
Consultant	4	5
Other	5	6

Source: Membership Survey, 2006

## Appendix VI Stakeholders Active in International Development

NAME AND YEAR FOUNDED	ROLE AND ACTIVITIES
<b>International Organizations</b>	
International Studies Association (ISA) Source: ISA website	<p>Funded in 1959 to pursue mutual interests in international studies. Representing 80 countries, ISA has over 3000 members worldwide and is the most respected and widely known scholarly association in this field.</p> <p>ISA's journals help define the field and showcase the research of our members.</p> <p>The <i>International Studies Quarterly</i> (ISQ) started in conjunction with the Association as its flagship journal. With a broad interdisciplinary and multinational perspective, the <i>International Studies Review</i> (ISR) tracks worldwide trends, synthesizing theory and literature in the field. <i>International Studies Perspectives</i> began publication in 2000 and is focused on teaching, research, and the state of the profession. Our most recent journal, <i>Foreign Policy Analysis</i>, provides a peer-reviewed outlet for the highest quality academic research into the processes, outcomes and theories of foreign policy.</p>
<p>Centre for Advanced Study of International Development (CASID)</p> <p><a href="http://www.casid.msu.edu/overview.shtml">http://www.casid.msu.edu/overview.shtml</a></p> <p>CASID is a multidisciplinary unit organized within the College of Social Science in cooperation with the Office of the Dean of International Studies and Programmes, and strengthened by the participation of scholars from a number of other colleges.</p>	<p>Since 1981, CASID has been designated by the U. S. Department of Education as a comprehensive National Resource Center for Foreign Language and International Studies. provide support for the development and promotion of undergraduate and graduate programs related to international development including, for example, the International Development Specialization for undergraduates and the Graduate Specialization in International Development.</p> <p>As part of our mission, CASID assists College of Social Science faculty in seeking external funding for cross-unit, cross-disciplinary international development research and project activities for priority areas and themes.</p> <p>CASID works with academic units to assure continued availability and quality of curriculum offerings and programs for both undergraduate and graduate students interested in international development. More than 225 courses that contribute to the study of international development are taught throughout the academic year CASID core faculty membership provides opportunities to exchange ideas, a forum to present international development-related work and involvement in shaping MSU's curriculum in international development.</p> <p>In addition to these intellectual benefits, CASID provides resources to:</p> <ul style="list-style-type: none"> <li>support grant preparation</li> <li>curriculum development and teaching (including study abroad)</li> <li>International Development Research Initiation Grants</li> <li>travel to meetings and conferences</li> <li>visiting speakers</li> </ul> <p>for undergraduate and graduate education on issues related to international development through specializations, nonlanguage course offerings, foreign language study and study abroad. CASID also administers the Foreign Language and Area Studies Fellowship Program with funding from the U.S. Department of Education</p> <p>The Hubert H. Humphrey Fellowship Program brings accomplished mid-career professionals from developing countries to the United States for a year of study and related professional experiences. Its aim is to foster knowledge, mutual understanding and a basis for long-lasting relationships between citizens of the United States and their professional counterparts in other countries. The Center for Advanced Study of International Development (CASID), along with the Women and International Development Program, sponsors a weekly speaker series featuring international development topics</p>

NAME AND YEAR FOUNDED	ROLE AND ACTIVITIES
<p>Society for International Development</p> <p>1957</p> <p>Including Chapter in Quebec</p> <p>Source: SID Website</p>	<p>Towards a new planetary convivencia: addressing social fractures and growing insecurities. Mission: To build and nurture new social relations, provide opportunities for exchange of knowledge and information between diverse actors, and create opportunities for local innovations to be strengthened, scaled-up and replicated. Facilitating conversation and dialogue among progressive civil society groups, connecting activists, academics, intellectuals and policymakers working at community, national and international levels in open and inclusive discussions on strategies for social justice and institutional change. SID seeks to become a key forum for this debate</p>
<p>International Development Ethics Association (IDEA)</p> <p>1984</p> <p>Source: IDEA Website</p>	<p>A international, cross-cultural, and interdisciplinary group of philosophers, development and environmental theorists, and practitioners with the following objectives:</p> <ul style="list-style-type: none"> <li>• To apply ethical reflection to development goals and strategies and to relations between the "North" and "South".</li> <li>• To effect ethically sound development policies, institutions, and practices. In the light of reasonable ethical principles, IDEA is committed to bringing about improvements in development and environmental policies, institutions and projects.</li> <li>• To promote solidarity, mutual support, and interchange among those development theorists and practitioners throughout the world who are seeking to implement ethically better development paradigms and strategies</li> </ul>
<p>Centre for International Development at Harvard University</p> <p>Source CID Website</p>	<p>Housed at the Kennedy School, CID is a university-wide research center, drawing upon faculty, staff and researchers from the KSG, the Faculty of Arts and Sciences, the School of Public Health, the Medical School, the Graduate School of Education, the School of Design, the Law School, and the Business School. CID was established with one overriding conceptual notion: the need for cross-disciplinary approaches to the challenges of sustainable development</p>
<p>Institute for Development Studies</p> <p>1966</p> <p>Source: IDS Website</p>	<p>The Institute of Development Studies is a leading global organization for research, teaching and communications on international development. Our vision is a world in which poverty does not exist, social justice prevails and the voices of all people are heard in national and international institutions. We believe that generating, mobilising and sharing knowledge, through research, teaching and communications, plays a key part in realising this vision.</p> <p>Our mission is to work with a global network of partners to:</p> <p>Develop dynamic ideas and analysis on the global issues that shape our world</p> <p>Provide practical solutions that accelerate sustainable poverty reduction, promote social justice and ensure that all people's voices are heard</p> <p>Use authoritative research, innovative teaching and cutting-edge communications to influence key audiences in order to achieve our vision.</p>
<p>Central and East European International Studies Association (CEEISA), St. Petersburg, Russia, 1991</p> <p>Source: CEEISA Website</p>	<p>The CEEISA promotes the advancement of quality basic and applied research. The CEEISA seeks to revitalize a discipline that is still emerging in the region. Teaching and training, curriculum development and the resource base of schools in International Affairs in Central and Eastern Europe need development assistance. Presenting the results of that research in the form of courses and published materials that get disseminated among a broad and competent scholarly community.</p>
<p>European Association of Development Research and Training Institutes</p> <p>Source: EADI Website</p>	<p>European Association of Development Research and Training Institutes – is the leading professional network for development and regional studies in Europe. Our membership includes a wide range of development research and training organizations, think tanks, national bodies and researchers throughout Europe. You can be part of this network as an individual member or if your institution joins.</p>

NAME AND YEAR FOUNDED	ROLE AND ACTIVITIES
Development Studies Association (DSA) Source: DSA Website	<p>Development Studies Association (DSA) works to connect and promote the development research community in UK and Ireland. We improve links and information exchange between DSA members, represent members in important consultations and bring their work to a wide audience of prospective students, partners and donors. Its aim is to:</p> <ul style="list-style-type: none"> <li>• promote the advancement of knowledge on international development;</li> <li>• disseminate information on development research and training;</li> <li>• encourage interdisciplinary exchange and cooperation.</li> </ul> <p>The Association has study groups on topics ranging from Aging and development to disaster and development, and research and development.</p>
<b>Canadian Organizations</b>	
The Canadian Council of Area Studies Learned Societies (CCASLS) Source: CCASLS Website	Coordinating council composed of two representatives from each of four constituent Area Studies Associations. The Council administers funds and coordinates joint activities of the member Associations. (Canadian Association for African Studies, Canadian Association for Latin American and Caribbean Studies, Middle East Studies and Asian Studies (see descriptions below)
Canadian Association for African Studies (CAAS)  Source: CAAS Website	An organisation of Africanists brought together by common goals. The Association officially came into being in 1970 when the Canadian Committee on African Studies became the new Canadian Association of African Studies. A multidisciplinary journal which has been the voice of Canadian and international Africanists involved in scientific research since the mid 1960s. The <i>Canadian Journal of African Studies</i> strives to offer a more comprehensive understanding of the changing African reality through the regular (three issues per year) publication of the latest scholarly research in the Humanities and Social Sciences. It also delivers newsletter and conferences.
Canadian Association for Latin American and Caribbean Studies (CALACS)  Source: CALACS Website	<p>Founded in 1969 with the following purposes in mind:</p> <ul style="list-style-type: none"> <li>• To facilitate networking and information exchange among persons, in Canada and abroad, engaged in teaching and research on Latin America and the Caribbean;</li> <li>• To foster especially within Canadian universities, colleges, and other centres of higher education, the expansion of information on and interest in Latin America and the Caribbean; and</li> <li>• To represent the academic and professional interests of Canadian Latin Americanists</li> </ul> <p>Delivers conference (every 18 months) and publishes Canadian Journal of Latin American and Caribbean Studies, which has published continuously since 1976.</p>
Canadian Committee of the Middle East Studies Association of North America (CANMES) Source: CANMES Website	Established in 1995 to encourage communication among scholars of Middle Eastern studies resident in Canada, and to further the development of joint projects and conference participation on the part of its membership. CANMES joined CCASLS in 1996.
Canadian Asian Studies Association (CASA) Source: CASA Website	A national voluntary, non-profit organization, which seeks to expand and disseminate knowledge about Asia in Canada. It is made up of three regional councils: East Asia, South Asia and Southeast Asia. All publish the list of its members on line. Delivers conferences and publishes monographs. Promotes publications in the Journal of Historical Sociology (UK). Publishes list of resources on the regions and countries and dissertation topics of graduate students.

NAME AND YEAR FOUNDED	ROLE AND ACTIVITIES
Centre for Research on Latin America and the Caribbean (CERLAC) Source: CERLAC website	The history of CERLAC begins with that of the Latin American and Caribbean Studies (LACS) program itself. LACS was founded in 1972. is an interdisciplinary research unit concerned with the economic development, political and social organization, and cultural contributions of Latin America and the Caribbean. The Centre works to build academic and cultural links between these regions and Canada; to inform researchers, policy advisors, and the public on matters concerning the regions; and to assist in the development of research and teaching institutions that directly benefit the peoples of the regions. CERLAC has forged a remarkable breadth of <a href="#">institutional linkages</a> in Latin America and the Caribbean
Canadian Consortium of University Programs in International Development Studies (CCUPIDS) Source: IDS Net	A group of instructors and coordinators associated with Development Studies programs in Canadian universities. CCUPIDS was established as a network of International Development Studies programs in June 1995 with funding from the International Development Research Centre (IDRC). Members of CCUPIDS are engaged in training and educating future generations of development scholars and practitioners in Canada. The central objective of CCUPIDS is to strengthen the position of International Development Studies programs in Canadian universities through greater dialogue and collaborative efforts between individuals and groups associated with these programs. IDSNet.org, an online resource for Canadian practitioners, students and faculty who work in the field of international development.
The Association of Universities and Colleges of Canada (AUCC) Source: AUCC Website	<p>Is the voice of Canada's universities It represents 89 Canadian public and private not-for-profit universities and university-degree level colleges.</p> <p>Since 1911, we have provided strong and effective representation for our members, in Canada and abroad. Our mandate is to facilitate the development of public policy on higher education and to encourage cooperation among universities and governments, industry, communities, and institutions in other countries.</p> <p>It provide services to member universities in three main areas:</p> <ul style="list-style-type: none"> <li>• public policy and advocacy</li> <li>• communications, research and information-sharing</li> <li>• scholarships and international programs</li> </ul>
L'Initiative interuniversitaire pour les études en développement international à Montréal EDI-IDS Source: EDI-IDS Website	<p>A été lancée en 2000 par le Centre d'études sur les régions en développement (CERD) de l'Université McGill. En 2004, elle a déménagé à l'Institut d'études internationales de Montréal (IEIM) de l'Université du Québec à Montréal (UQÀM). L'Initiative s'est employée à étendre et à resserrer le réseau de liens tissé entre les quatre universités de la région de Montréal - l'Université de Montréal, l'Université du Québec à Montréal (UQAM), l'Université Concordia et l'Université McGill - afin de renforcer, de promouvoir et de systématiser le partage des ressources et de l'information au sein de la communauté montréalaise des études en développement international.</p> <p>Resserrer les liens qui existent entre les chercheurs(euses), les professionnels(les), les étudiants(es) et les professeurs(es) oeuvrant en développement international; Créer des mécanismes de partage d'information et de ressources entre les quatre universités et les ONG de la région de Montréal; Améliorer la capacité de recherche nécessaire pour assurer la formation en développement international d'étudiants(es) de 2e/3e cycle des quatre universités montréalaises; Promouvoir des échanges de chercheurs enrichissants avec nos partenaires du Sud.</p>
Centre Études Internationales et Mondialisation (CEIM)	<p>Créé en 2000, le CEIM est un important centre de recherche et de débat sur les questions internationales. Il a pour principal mandat d'étudier dans une perspective interdisciplinaire les transformations en cours dans les domaines du droit international, de l'économie internationale, de la sécurité et de la politique étrangère, et ce à la lumière de la mondialisation. Le CEIM regroupe près d'une quarantaine de chercheurs et entretient des relations scientifiques avec de nombreux autres centres de recherche internationaux.</p> <p>Centre Études internationales et Mondialisation (CÉIM) Chaire de recherche du Canada en politiques étrangère et de défense canadiennes (Chaire PEDC)</p>

NAME AND YEAR FOUNDED	ROLE AND ACTIVITIES
	Chaire de recherche du Canada en relations internationales (CRCRI) Chaire de recherche du Canada en mondialisation, citoyenneté et démocratie (Chaire MCD) Chaire Raoul-Dandurand en études stratégiques et diplomatiques Centre de recherche sur l'immigration, l'ethnicité et la citoyenneté (CRIEC) Chaire de recherche C.-A. Poissant sur la gouvernance et l'aide au développement ) Centre de recherche interdisciplinaire sur la diversité au Québec (CRIDAQ)
Undercurrent (undergraduates)  Source: Undercurrent Website	<i>Undercurrent</i> is the only student-run national undergraduate journal publishing scholarly essays and articles that explore the subject of international development. The journal is a refereed publication dedicated to providing a non-partisan, supportive, yet critical and competitive forum exclusively for undergraduate research, writing, and editing. <i>Undercurrent</i> endeavours to raise the profile of undergraduate IDS; to establish a venue in which young scholars may undergo constructive review and have work published; to provide the best examples of work currently being done in undergraduate IDS programmes in Canada; to stimulate creative scholarship, dialogue and debate about the theory and practice of development; to provide a learning opportunity for contributors, staff and readers; and to offer one means by which students may more meaningfully participate in broader exchanges within their chosen field of study. Besides articles and essays, the journal will contain editorials, book reviews, and commentary, as contributions merit, investigating aspects of development both at home and abroad.
International Development Studies Network IDSNet (See CCUPIDS)  Source: IDS Net	This is an online resource for Canadian practitioners, students and faculty who work in the field of international development. The design and content of this site originate with the member universities and students who contribute material for publication. Students, Professors and development practitioners are encouraged to submit essays, academic papers, photos and other resources for the benefit of the entire Canadian development community.
<b>Selected Canadian Practitioners and Policy Makers in the Area of International Development</b>	
Department of Foreign Affairs and International Trade (DFAIT)  Source: DFAIT Webpage	Foreign Affairs and International Trade Canada supports Canadians abroad; helps Canadian companies succeed in global markets; promotes Canada's culture and values; and works to build a more peaceful and secure world  Mission : To act for Canada and all Canadians to enhance prosperity and security, and to promote Canadian interests, culture and values in the world. Relevant Priorities: <ul style="list-style-type: none"> <li>• International Policy Framework and dialogue on foreign policy priorities.</li> <li>• Africa Action Plan.</li> <li>• Promotion of human rights, good governance, and rule of law.</li> </ul> International Policy Framework for all Canadian organisations involved in international affairs including development
IDRC  1970  Source: IDRC Website	A public corporation, IDRC was created by the Parliament of Canada. Mission: Empowerment through Knowledge: The Centre strives to optimize the creation, adaptation, and ownership of the knowledge that the people of developing countries judge to be of the greatest relevance to their own prosperity, security, and equity.  To initiate, encourage, support, and conduct research into the problems of the developing regions of the world and into the means for applying and adapting scientific, technical, and other knowledge to the economic and social advancement of those regions. In doing so, the Centre helps developing countries use science and knowledge to find innovative, practical, long-term solutions to the social, economic, technological, and environmental problems they face

NAME AND YEAR FOUNDED	ROLE AND ACTIVITIES
<p>Canadian International Development Agency (CIDA)</p> <p>Source: CIDA Website</p>	<p>CIDA's mandate is to support sustainable development in developing countries in order to reduce poverty and contribute to a more secure, equitable, and prosperous world. The Agency's work is concentrated in the poorest countries in Africa, Asia, and Latin America. CIDA also supports democratic development and economic liberalization in Eastern Europe and the former Soviet Union and supports international efforts to reduce threats to international and Canadian security.</p>
<p>Health Canada</p> <p>Source: Health Canada website</p>	<p>Health Canada is an active participant in a number of different international and regional discussions. This ensures that Health Canada is aware of new policies and issues that may affect the health of Canadians. It also permits the Department to share information on Canadian health issues with the rest of the world. Delivers International Health Programs</p>
<b>Practitioners</b>	
<p>GHRI (Global Health Research Initiative)</p> <p>Source: GHRI Website</p>	<p>Canadian Institutes of Health Research (CIHR), Canadian International Development Agency (CIDA), Health Canada (HC), and International Development Research Centre coordinating and building upon Canada's global health research activities. Deploying distinctive strengths to increase Canada's contribution to global health research and its use: Develop practical solutions through research for the health and health care problems of the developing world. Conducts research on HIV/AIDS project</p>
<p>L'Association québécoise des organismes de coopération internationale (AQOCI)</p> <p>Source: AQOCI Website</p>	<p>AQOCI a pour mission de soutenir le travail de ses membres et de permettre leur développement, en s'inspirant des principes de solidarité et de coopération internationale. L'Association favorise la concertation pour une action coordonnée de ses membres.</p>
<p>Canadian Council for International Cooperation (CCIC)</p> <p>Source: CCIC Website, Interview</p>	<p>A coalition of Canadian voluntary sector organizations working globally to achieve sustainable human development.</p> <p>CCIC seeks to end global poverty, and to promote social justice and human dignity for all. CCIS has following working groups:</p> <ul style="list-style-type: none"> <li>• Africa Canada Forum</li> <li>• Americas Policy Group</li> <li>• Asia Pacific Working Group</li> <li>• Coalitions</li> <li>• Food Security Policy Group</li> </ul> <p>Telling Our Stories: Drawing policy lessons from development experience. This collection of policy stories by and about CCIC members and their partners was prepared as part of CCIC's project on Building Knowledge and Capacity for Policy Influence.</p>
<p>WUSC (formerly World University Service Overseas)</p> <p>Source: WUSC Website, Interview</p>	<p>WUSC links Canadian post-secondary students, faculty and institutional leaders with this mission. WUSC works with students, faculty and institutional leaders to develop new programs that focus on student mobility, faculty research and strengthened links with Southern universities. For students WUSC provides opportunities to learn, organize and make a difference in the fight against poverty and inequality. For faculty WUSC provides opportunities to conduct research and help implement development projects, network with like-minded faculty in Canada and around the world, and bring their research to bear on WUSC's projects. Recently WUSC engaged Master level students to evaluate the effects of their international development projects in several countries.</p>



NAME AND YEAR FOUNDED	ROLE AND ACTIVITIES
CHF (formerly know as Canadian Hunger Foundation and Partners in Rural Development) Source: CHF Website, Interviews	Our vision is of a world in which the rural poor have access to land, water, energy, technology and the other resources they need to improve and sustain healthier living conditions. <b>Mission:</b> CHF is a non-profit organization dedicated to enabling poor rural communities in developing countries to attain sustainable livelihoods. CHF's Capacity Building Model CHF shares its expertise in capacity building of local NGOs and networks for rural communities. Examples of research conducted and published: Sustainable Livelihoods Approach Guidelines An introduction to CHF's SLA philosophy. It is intended for program managers, country directors, senior program staff and local partners. Workshop on Incorporating HIV/AIDS and Gender Considerations in Agricultural Programming
North South Institute Source: NSI Website	NSI is Canada's first independent, non-governmental and non-partisan research institute focused on international development.  The NSI provides research and analysis on foreign policy and international development issues for policy-makers, educators, business, the media and the general public. For more than 25 years NSI has built a reputation for sound, credible analysis of pressing issues related to global development.  The Institute's research results, publications, and seminars, help foster understanding, discussion and debate about the challenges facing Canadians and the citizens of the developing world.
South Asia Partnership Source: SAP Website	SAP Canada's Vision: to maintain and improve itself within Canada as a centre of knowledge on South Asia and as a force for closer ties between Canadians and South Asians for human development. SAP Canada serves as a forum of Canadian organizations that, together and with South Asian partners, works for sustainable human development in the region. Examples of research/policy papers on ID: Farmers' Rights to Land: A Crucial Dimension on 'Livelihood Security' (2004) Report from the Land First Biannual Publication from the Community Self-Reliance Center. A look at how large scale landowners and lack of tenant rights are blocking successful land reform strategies.
International Institute for Sustainable Development 1990 Source: IISD Website	Vision: Better living for all—sustainably, Mission: To champion innovation, enabling societies to live sustainably. Offices in New York, Geneva and Ottawa  Promoting change towards sustainable development. Through our research and through effective communication of our findings, we engage decision-makers in government, business, NGOs and other sectors to develop and implement policies that are simultaneously beneficial to the global economy, the global environment and to social well-being. Publishes opinion papers downloadable for free
Foundation for Americas (FOCAL) 1990 Source: FOCAL Website	An independent policy institute based in Ottawa, that fosters informed analysis and debate on social, political and economic issues facing the Americas. We support a greater understanding of these issues in Canada and throughout the region



## Appendix VII Selected Characteristics of r Scholarly Associations

ELEMENT	CHARACTERISTICS
Organisational Status	60% (25/42) of the associations are registered as a charity or non-profit organization, however only 45% (13/29) of the small associations had such status
Incorporation	49% (19/39) of the associations are incorporated (almost all the large associations (7/8 or 87.5%), over half the medium associations (4/7 or 57%). About one-third of the small associations (8/24 or 33%) are incorporated.
Bylaws, Constitutions	Almost all associations (41/43 or 95 %) have a Constitution and By-Laws.
Reports, Plans and Audited Financial Statements	80% of all associations (36/45) had an Annual General Report (including a President's Report, a Secretary-Treasurer's Report or a Financial Statement). 55% of associations (23/42) undertake audited financial statements each year.
Governance and Structure Review	Twenty associations (20/43 or 47%) undertake a governance, structure or policy review from time to time and have done so within the last five years. Several associations made substantial changes to the membership of their executive including restructuring the Board, changing the length of term and revising the nominating process. A number of associations have provided an elected position for student members.
Strategic Plan or vision statement	9 associations (9/42 or 21%) have a corporate or strategic plan or a "vision" statement. Out of which four were small associations. ( <b>Note:</b> CASID was included however the Association does not have a vision statement or a strategic plan. None of the humanities associations (0/24) has a corporate or strategic plan or a "vision" statement.
Support for Executive Members	The numbers of associations that receive such support for all the positions except the Journal Editor range between 2% and 9%.
Infrastructure	1/3 of associations have permanent office. Only one large association moves office with the executive. The large majority of the medium and small associations (5/7 or 71%; and 17/23 or 79% respectively) follow the executive. The normal cycle is to move every two or three years.
Human Resources	Nine (9/45 or 20%) of all associations have full-time employees. Eight of the nine associations are large. No small associations reported having permanent office positions. Smaller associations hire co-op and graduate students as research assistants.
Funding Sources	Membership dues are main source of revenue for 89% (39/44) of the associations. The fees vary between \$20 and \$193 for regular membership. \$10-\$52 for student membership. 87% of associations (39/44), mostly medium and large associations, receive funding from SSHRC. The small associations receive less support from SSHRC with 17% (5/29) reporting they did not receive any funding. Only seven associations reported funding from government organizations other than SSHRC Less than half the associations (21/44 or 48%) receive funding from universities. Sub-disciplinary associations receive the least amount of university funding. Few associations (6/43 or 14%) receive funding from private companies. 41% of the associations (18/44), mostly large, collect advertising fees as a revenue source. Revenue from conferences provides additional funding, as does the sale of publications.
Expenditures	The majority of the funding goes to support association journals, conferences and grants Less than half of the small associations (13/27 or 48%) were in this category. 64 % of the associations (27/42) received support for their journals, 89 % of disciplinary and sub-disciplinary associations (16/20). 50 % of interdisciplinary and sub-disciplinary 27 % of associations (12/44) have an endowment fund.

ELEMENT	CHARACTERISTICS
Services and Activities	<p>87% of associations (39/45) publish a newsletter including all medium and large associations. Six of the small associations do not publish a newsletter (6/29 or 21%). 67% (29/43) produce online versions of their newsletter and 63 % (25/40) have back issues online which members can read or order.</p> <p>70% (31/44) post job advertisements. The large, social science, discipline-based associations are most likely to post an advertisement.</p> <p>10 associations (10/42 or 24%) dedicate services specifically to the needs of new scholars.</p> <p>73% (33/45) have a membership directory and 95% (42/44) have a mailing list.</p> <p>Almost all associations (37/40 or 93%) maintain a website with only 27% tracking use. Websites are used to advertise "calls for papers" (41/44 or 93%). 2/3 of associations (29/43 or 66%) advertise announcements not directly associated with the association on their website. 75% (33/44) advertise the themes for the annual Congress. 48% (21/44) have a listserv or online discussion to their website.</p> <p>Bulletin boards are used by 24% (10/42) and 20% have a members-only section.</p> <p>Many associations are using online resources, such as online meetings, newsletter and member contact lists and make their journal available online to members/ subscribers.</p> <p>49% provide awards to their members. 56% of the associations (24/43) provide prizes to their members. Disciplinary-based associations give more prizes to their members (12/14 or 86%% than the sub-, inter- or multi-disciplinary groups.</p> <p>A small number of associations provides fellowships, lectureships or scholarships.</p> <p>Most associations (29/40 or 73%) have an award or prize for student members. Several associations receive private funding for these activities.</p> <p>For 86 % (37/43) of the associations membership includes publications.</p> <p>All associations identified networking and sharing research as well as travel grants as main benefits.</p> <p>Political voice that their association or that membership within the CFHSS provide.</p> <p>For one association, members use a listserv from which they receive updates, job opportunities and calls for papers.</p> <p>Eligibility for association awards, the right to participate at Congress, website access, and invitations to join projects.</p> <p>77% (34/44) require that presenters be members of their scholarly association</p>
Membership Issues	<p>Between 1998 and 2003, 16 associations reported an increase in membership (16/43 or 37%), 16 associations remained static (16/43 or 37%) and 11 associations reported a decrease (11/43 or 26%)</p> <p>Diversity of membership categories in Canada and around the world and strive to accommodate members from several phases in their academic career. Many associations focused on increasing student membership.</p> <p>Increase in membership numbers comes mostly from concerted recruitment campaigns with Boards, executive members, and journal editorial boards central to these efforts. Increase is also attributed to easier payment methods (Fourteen associations (14/42 or 33%) allow to pay by credit card, and ten associations (10/42 or 24%) have an online billing (especially the large associations).</p> <p>62% of associations (26/42) reported they inform members electronically regarding membership renewal. 90% (38/42) inform their members about renewal by regular mail. Other options renewal strategies included notification in journals, newsletters and posting an announcement on the association's website.</p> <p>Several associations outlined the challenges in attracting student members or the next generation of scholars.</p> <p>The location of Congress is important in encouraging attendance and membership.</p>
Partnerships, Affiliations	<p>73 % (32/44) have affiliations with Canadian and international associations. A higher percentage of discipline-based associations reported Canadian (13/15 or 87%) and international affiliations (10/13 or 77 %).</p>
Partnerships	<p>51% have communication or information initiatives aimed at coalition building, partnerships.</p>
Marketing	<p>30 % of associations (13/44) have a marketing, public affairs or publications working group</p>

## Appendix VIII Selected ID Journals

NAME	MISSION	COST OF SUBSCRIPTION
<b>International</b>		
Development (ISSN 1011-6370) 1957	<p>Journal of the Society for International Development, aims to: provide unique resource and point of reference for the dialogue between activists and intellectuals committed to the search for alternative paths of social transformation towards a more sustainable and just world.</p> <p>tackle the hard hitting issues of today, listening to the oppositional voices and bringing in local and innovative perspectives from the margins to the global development discourse.</p> <p>explore collective initiatives at local, regional and international levels which promote sustainable livelihoods and women's empowerment.</p>	<p>Personal – £30</p> <p>Institutional – £296</p>
Journal of International Relations and Development	Palgrave Macmillan publishes the Journal of International Relations and Development, in association with the Centre of International Relations, Faculty of Social Sciences, University of Ljubljana, Slovenia. JIRD is the official journal of the Central and East European International Studies Association (CEEISA).	<p>By article – US\$30 Institutional - \$385 per year print/on line;</p> <p>\$366 on line only</p> <p>Personal - \$92 print/ on line, \$88 online only</p>
Journal of International Development	The Journal of the Development Studies Association which aims to publicize the best research on development issues in a form, which will be accessible to practitioners and policy-makers as well as to an academic audience. The focus is on the social sciences--economics, politics, international relations, sociology and anthropology--but we are also glad to publish papers which blend the approach of the natural and the social sciences in an attack on a development problem. The Journal publicizes any work, which shows promise in confronting the problems of poverty and underdevelopment in low-income countries. It is published in association with the Development Studies Association, international Development Centre, Institute for Policy and Management	<p>\$ 560 individual -print only</p> <p>\$1,125 organizational/ \$1,238 print and online</p>
Insights	Published by Institute for Development Research, England	Available online for free
ID21	ID21 communicates international development research to policymakers and practitioners worldwide id21 is supported by the British government's Department for International Development and is one of a family of knowledge services at the Institute of Development Studies the University of Sussex	Available online for free
International Studies Quarterly	<p>Published for the International Studies Association, is committed to publishing the best work being carried out in international studies today. Contributions come from a wide range of intellectual traditions, and cover both theoretical and policy-oriented research on foreign policy, comparative politics, and international affairs. The journal particularly encourages interdisciplinary debate, publishing articles, which address important questions and controversies concerning international, cross-national, or trans-national phenomena.</p> <p><b>Publication:</b> 4 times yearly.</p>	Available together with ISR and ISP (see below) for one subscription of \$ xx? per year

NAME	MISSION	COST OF SUBSCRIPTION
International Studies Review	Provides a window on current trends and research in the field of international studies. In it, scholars, educators, and policymakers can find pertinent information about new books in international studies as well as analytic reviews of recent trends and controversies in scholarship around the world. Published four times a year, the Review will help: (a) scholars engage in the kind of dialogue and debate that will shape the field of international studies in the future; (b) graduate and undergraduate students understand the major issues in international studies and identify promising opportunities for research; and (c) educators keep up with new ideas and research.  <b>Publication:</b> 4 times yearly	
International Studies Perspectives	International Studies Perspectives (ISP) publishes peer reviewed interdisciplinary and multidisciplinary articles and pursues a four-fold mission:  Publishing articles on teaching international studies.  Publishing articles on applied international studies work.  Publishing articles on visions of the discipline.  Publishing articles and items about the international studies profession.  <b>Publication:</b> 4 times yearly	
<b>Canadian</b>		
Journal of Development Policy and Practice	Produced by the Analysis and Research division of the Canadian International Development Agency's (CIDA) Policy Branch. The primary purpose was to provide a platform for dialogue between and among development scholars, policy makers, practitioners and the academic community on important contemporary issues in international development.. The Journal was primarily published online and a limited quantity was available in hard copy, in both English and French.	Free online and in print (limited)  Discontinued
Canadian Foreign Policy	Published by NPSIA its actual scope is broader than its title may suggest. The journal presents seminal articles and commentaries on all aspects of international relations that have had or will have major impacts on Canada's foreign interests. Topics covered include: <ul style="list-style-type: none"> <li>– trade and international economic policies</li> <li>– Canada's key bilateral and regional relationships</li> <li>– international migration</li> <li>– human rights and good governance</li> <li>– post-cold war defence policy</li> <li>– preventive diplomacy, peacekeeping, and peacebuilding</li> <li>– intelligence and national security</li> <li>– international development assistance</li> <li>– role of culture and communications in international relations</li> <li>– environmental issues in Canadian foreign policy</li> <li>– Canada's arctic policy</li> </ul> Contributors are drawn from Canada and overseas and reflect diverse political and professional perspectives. Essays are fully referenced, peer-reviewed, authoritative yet written for the specialist and non-specialist alike	Available online and in print by subscription

NAME	MISSION	COST OF SUBSCRIPTION
Canadian Journal for Development Studies	<p><b>Characteristics:</b> bilingual (English and French), published four times a year Includes one thematic issue. Additionally there could be one special issue financed by the initiator. Members receive the Journal as part of membership. Linked to the CASID/ACEDI website and vice versa. The Journal is currently published in hard copy only and is not available on line. At present, the site provides advice to authors and other information related to submission of articles, and how to subscribe to the journal.</p> <p><b>Aims &amp; Scope:</b> An international and interdisciplinary forum for the discussion of a wide range of development issues. Open to all theoretical and development strategy orientations and publishes contributions dealing with all regions or countries of the developing world. The <i>CJDS</i> is particularly interested in the policy applications of innovative theory and research, and the role of such countries as Canada toward the promotion of international development and a more equitable world order.</p> <p><b>Areas of interest:</b> aid and trade, regional disparities and agrarian reform, development administration, educational planning and human resource development, industrialization and transfer of technology, environmental issues, human rights and democratization issues, rural development, urbanization, and women in development. While theoretical papers will be considered, preference is given to empirical research, field work, or case studies having significant implications for development planning and policy. Short incisive articles which present a personal point of view and relate experience with present development practices or policies, or continue a dialogue on important issues raised in earlier issues of the Journal will be considered as well. A number of book reviews and summary articles appear in each issue of the <i>CJDS</i>.</p> <p>Source: Journal Website, July 2006, Interviews</p>	<p>CDN ?\$ 65 for individuals</p> <p>30 for students</p> <p>110 for institutions</p>
Southern		
Ghana Journal of Development Studies	<p>Ghana Journal of Development Studies (GJDS) is a multi-, trans- and an inter-disciplinary journal with a development focus. The GJDS publishes works on development policy, programming and projects, whether analytical, evaluative, basic, applicative and/or descriptive. It accepts papers from varied disciplinary areas including the physical sciences, social sciences and the humanities that show direct relevance to development. Emphasis is on empirical research that build on and/or ground theory. However, manuscripts of high quality on theoretical aspects of development-related disciplines as well as book reviews are considered for publication.</p> <p>Source: GJDS Website</p>	<p>Free online to developing countries, subsidised for middle-income countries, and paid subscription for developed countries</p>

NAME	MISSION	COST OF SUBSCRIPTION
Asian Development Review	<p>The Asian Development Review is a professional journal for disseminating the results of economic and development research carried out by staff and resource persons of the Asian Development Bank (ADB). The Review stresses policy and operational relevance of development issues rather than the technical aspects of economics and other social sciences. Articles are refereed and intended for readership among economists and social scientists in government, private sector, academia, and international organizations.</p> <p>Source: ADR Website</p>	Free online
Africa Development	<p>Quarterly bilingual (English/French) journal of Council for the Development of Social Science Research in Africa (CODESRIA). It is a social science journal whose major focus is on issues which are central to the development of society. Its principal objective is to provide a forum for the exchange of ideas among African scholars from a variety of intellectual persuasions and various disciplines. The journal also encourages other contributors working on Africa or those undertaking comparative analysis of developing world issues.</p> <p>Source: African Journals on Line</p>	Free online to developing countries, subsidized for middle-income counties, and paid subscription for developed countries



**CJDS Publication Benchmarks**

Association	Journal and Number per Year (in brackets)	Media	
		PRINT	ON LINE
CASID	CJDS (4)	√	
Area Studies			
Canadian Association of African Studies	Canadian Journal of African Studies (3)	√	
Canadian Association of Latin American and Caribbean Studies	Canadian Journal of Latin American and Caribbean Studies (2)	√	
Canadian Committee of the Middle East Studies Association of North America (ANMES)	See MESA	N/a	
Canadian Asian Study Association	Monographs	N/a	N/a
Profession			
Canadian Evaluation Society (CES)	Canadian Journal of Program Evaluation (2)	√	
OSPE	2 trade publications	√	
Society for Study of Architecture in Canada (SSAC)	SSAC Journal (2)	√	
Administrative Sciences Association of Canada (ASAC)	Canadian Journal of Administrative Sciences (4)	√	
Other faculty			
Environmental Studies Association of Canada	Alternatives (4)	√	
Canadians Economics Association	Canadian Journal of Economics (4)		√
Canadian Sociology and Anthropology Association	Canadian Review of Sociology (4)	√	
Canadian Associations of Geographers	Canadian Geographer (4)		√
Canadian Political Science Association	Canadian Journal of Political Science		√
Foreign			
SID International	Development (4)		√
Middle East Studies Association (MESA)	International Journal of Middle East Studies (4)		√
EADI	EJDR (4)		√
Ghana University	Ghana Journal or International Development		√
Asian Development Bank	Asian Development Review		√
CODESRIA	Africa Development		√



## Appendix IX Recommendations of the 1996 Evaluation and their Realization

The table contains the recommendations from the 1996 evaluation and describes action taken. In the Action Taken column we have underlined the recommendations that have been followed by CASID.

Recommendations	Actions Taken
<b>Primary Recommendations</b>	
<p>5.1 "The organization should undergo an exercise of gaining consensus about the <b>vision</b> of the organization." (p. 35)</p> <p>"The organization should produce a statement of organizational vision as a necessary first step towards future planning, the second step is to temper the vision with step-by-step development taking into account the realities of resources available and the feasibility of actions." (p.35)</p>	<p><u>Mission has been slightly revised</u> and it is noted in the Constitution and IDRC proposal as well as on the web site.</p> <p>However, there is no data of a visioning exercise taking place or being planned.</p>
<p>"The organization needs to immediately take steps to create a <b>Strategic Plan</b>." (p.36)</p> <p>"The strategic plan should include: organization al vision; objectives and activities of the organization for the time period; outputs and targets; work plan and delegation of responsibilities." (p. 36)</p> <p>"The strategic plan should be the basis of all future proposals." (p. 36)</p> <p>"Specific activities should be taken out of the constitution and put into the strategic plan." (p. 36-7)</p>	<p>Members of the Executive Council have expressed some need for strategic planning in the time leading to this evaluation, however those intentions have not been confirmed in interviews. Interviews suggest that strategic planning has not been nor is a priority for the Association. Members and EC feel that the current situation is appropriate to guide the delivery of activities.</p> <p>The strategic plan, since it does not exist, was not a basis of the proposal, however some strategic thinking went into preparation of the proposal (revised objectives, added activities, partnerships suggested); on the contrary, it appears that the proposal plays a role of a strategic plan of the organization.</p> <p>Activities remain in Constitution, and in the proposed Guide however those have been restated as objectives. Objectives on the other hand have been removed.</p>
<p>"All new <b>Executive Council</b> members should receive an <b>orientation</b> when they join the EC." (p. 37)</p>	<p>Based on the interviews, no such training/orientation is currently provided.</p>
<p>"CASID should be prepared for the reality that its budget will be significantly reduced. [<b>Cost</b>] <b>reduction</b> and <b>improved efficiency</b> strategies should be explored." (p. 37)</p> <p>"CASID should seek <b>other sources of funding</b> but with the awareness that funding is much harder to obtain, greater value and accountability is needed." (p. 37)</p>	<p>Attention being paid to spending within the budget, but not so clearly to boosting efficiency.</p> <p>Attempts to obtain SHRRRC grant and foundation support since the 1996 evaluation have not yet born fruit. <u>CIDA Funding is support the Annual Conference secured for the last 3 years and increasing.</u></p>
<p>"The organization must keep first and foremost the <b>needs</b> of the <b>membership</b> when planning activities."(p. 38)</p>	<p>CASID reacts to the activities that are proposed by members or others. The regional events have been introduced to promote CASID and have not met with great demand. When planning activities the organisation has to keep in mind the objectives that it set for itself.</p>

Recommendations	Actions Taken
<p>"The current arrangement for carrying out administrative tasks could be improved." (p. 38)</p> <ul style="list-style-type: none"> <li>• Reduce administrative costs</li> <li>• Member data base</li> <li>• Consolidate Secretariat</li> <li>• Improve communication in EC, with sub-committees, with members and with outside parties</li> </ul>	<p>Administrative costs remain high even though most of the activities are supported by voluntary work.</p> <p><u>CASID has a members database that is updated when new members join.</u> CASID does not keep the past lists, which does not allow for conducting any follow-up or even to know if a member re-joined CASID. Appears that changes to addresses are not tracked flawlessly within the year (may be updated at time of membership renewal).</p> <p><u>Secretariat exclusively at NSI now.</u></p> <p><u>Upgrading of use of electronic media has improved speed and access to members with current e-mail addresses on listserv.</u></p> <p><u>Communications across Board members is improved by access to e-mail, list serve and website.</u> However, as per the process of Constitution and by-laws review the effectiveness of the communication remains low.</p>
Secondary Recommendations	
<p>5.2.1. "Statements regarding <b>mandate, objectives</b> and <b>outputs</b> should:</p> <ul style="list-style-type: none"> <li>• Accurately reflect intention of organization</li> <li>• Provide clear direction for achievement</li> <li>• Indicate target groups</li> <li>• Be based on expertise and niche"</li> </ul> <p>(p. 38-9)</p>	<p>Constitution does include target groups, but these appear to be broad and potentially challenging to be used in providing focused direction to membership drives and activities to serve the needs of target groups. However, for each objective, the outputs are not specified as well as target group.</p> <p>CASID's interdisciplinary may be contrary to identification of specific expertise and niche, however there is some indication that CASID could present itself as a niched organization to a larger degree. The understanding of its niche varies among CASID members and outsiders. While the recognition of study as a pursuit (rather than practice) fits well within area of expertise of current membership, however it does not in the context of the broad selection of target groups noted in Constitution. Otherwise, the objectives, and to large extent activities, do not make CASID a niched organization as the Association has many objectives, activities to be able to clearly define what it is to what target group. There are also similar organization that work in the same area and that focus on similar objectives. CASID should invest more in clarifying its niche. (see section on Strategic Management)</p>
<p>5.2.2. "CASID should strive for active, ongoing and constructive communication with the <b>Journal</b>." (p. 39)</p> <p>"CASID should indicate that it is co-publisher of the Journal." (p.39)</p> <p>"CASID should work with CJDS to ensure the continued existence of the Journal." (p.39)</p> <p>"Lines of communication between CASID, the University of Ottawa and CJDS should be enhanced." (p. 39)</p> <p>"The roles and responsibilities of the parties should be clarified." (p. 39)</p> <p>"Consolidation of the Secretariat with CJDS should be postponed." (p.39)</p>	<p><u>Improved communication, participation, roles and responsibilities established.</u></p> <p><u>There are links to CASID and CJDS's web site on their websites. The logo of CASID and the UofO is on the cover page.</u></p> <p><u>Collaborates on Board and shares CASID members to contribute to article review.</u> CASID however is less active in providing names of reviewers, etc.</p> <p><u>The roles are clarified in the Agreement between CASID and the Journal as well as in the document outlining the Role of the Journal Board.</u></p> <p><u>Written agreement with FSS at University of Ottawa</u></p> <p><u>Secretariat shared with NSI. There was no mention of the consolidation of the Secretariat and the Journal.</u></p>
<p>5.2.3. "Management of distribution of the <b>newsletter</b> should be improved." (p.39)</p>	<p><u>Newsletter available on the CASID website and through list-serve</u></p>

Recommendations	Actions Taken
<p>5.2.4. "CASID should improve its utilization of electronic media:</p> <ul style="list-style-type: none"> <li>• Web page</li> <li>• Electronic publishing</li> <li>• Bulletin board (jobs etc.) (p. 39)</li> </ul>	<p>Webpage created in 1998, however it appears out of date and incomplete. CASID is also late with updates updates, many documents ad information available in both languages (White Paper, application, registration forms) but could be improved (i.e. Conference Program only in English)</p> <p>Journal is not on-line yet but research is being done to support electronic publishing</p> <p>The listserv is functioning as a bulleting board as it publishes information on jobs, events etc. There is no formal bulletin board but CASID in currently investigating the option of putting a blog online.</p>
<p>5.3 "Several potential programs emerged from key informant interviews and the member survey:</p> <ul style="list-style-type: none"> <li>• Analyze or provide information to practitioners and policy makers. (Think tank versus lobby group) (p. 40)</li> <li>• More regional events, meetings, seminars, conferences (p. 41).</li> <li>• Undertake activities to help develop a community of individuals involved in ID (work with others including practitioners, NGOs, GOs, private sector) (p. 41)</li> <li>• Enhance networking by publishing a member directory, improve CASID-L content and make interactive web page (p. 41)</li> </ul>	<p>Seems not to have undertaken either think tank role or advocacy role.</p> <p><u>Increased number of regional events</u> (champion, event managed by UQAM student members, CCUPIDS events at the Annual Conference). Sporadic efforts to diffuse offerings across the regions.</p> <p>Outreach efforts are still lacking. Membership still highly academic. Some efforts to reach out to NGOs (WUSC) but very limited. Some of the academic members are members or have their own NGOs. Private sector – almost none (see Membership section)</p> <p>Directory was created previously (1998) however it is not available for several years. Member directory is not on-line. <u>Web page available. Most lauded invention being listserv</u> (equivalent to CASID-L). Popular among non-members Webpage not interactive but work in progress.</p>



## Appendix X Activity – Objective Alignment

CASID ACTIVITIES	OBJECTIVES				
	Provide Opportunities for information sharing and debate	Explore ways of collaboration with Can. dev. orgs.	Promote partnerships w. intl. research institutions	Support/ encourage new generation of dev. scholars	Strengthen dissemination, communication & outreach
Holding an <b>Annual Conference</b> As part of the Congress of the Social Sciences and Humanities	X			X	X
Organizing <b>cross-Canada tours</b> of development specialists	X			X	X
Supporting <b>Regional Events</b> at Canadian Universities	X	X			
Facilitating networking among students, academics, researchers & policymakers through <b>list-serve</b> & <b>web site</b>	X			X	X
Providing limited No. of <b>travel grants</b> to assist graduate students & others to participate in Annual Conference	X			X	
Providing limited No. of <b>travel grants</b> to assist Southern Partners to participate in the Annual Conference	X		X		
Holding a <b>student essay competition</b>				X	
<b>Publishing</b> , in collaboration with the University of Ottawa, the <b>Canadian Journal of Development Studies</b> (CJDS)	X		X		X
Keeping members up to date on activities and opportunities through the <b>Newsletter</b>	X				X
<b>Membership drive</b> to increase reach in universities, NGOs and other development-oriented organisations					X
Developing and expanding the <b>network of CASID/ACEDI Regional champions</b>		X			X
Updating the <b>CASID/ACEDI Directory</b>					X





## Appendix XI Financial Statements 2000/01-2005/06

	2005-6	2004-5	2003-4	2002-3	2001-2002	2000-2001
<b>Revenue</b>						
Member	10,893	13,424	10,328	9,913	10,243	8,120
Reg & fees	34,740	25,192	18,065	1,955	274	40
IDRC	138,599	112,692	95,529	91,480	85,137	81,418
<b>Total Rev</b>	<b>184,232</b>	<b>151,308</b>	<b>123,922</b>	<b>103,348</b>	<b>95,654</b>	<b>89,578</b>
<b>Conference</b>						
CFHSS	38,988	23,362	12,469			
C current	6,652	3,500	3,500	3,000	3,000	
Keynote	2,490	0	500	3,843	1,478	653
Trav grant	11,984	11,629	14,205	9,329	9,415	9,586
<b>Total Conferen</b>	<b>60,114</b>	<b>38,491</b>	<b>30,674</b>	<b>16,172</b>	<b>13,893</b>	<b>10,239</b>
<b>Secretariat</b>						
Services(audit and bank charge)	2,982	2,494	2,298	2,954	2,259	2,103
NSI fee	21,392	25,717	20,348	17,940	18,000	18,000
Assistant to President	5,000					
<b>Total Secretariat</b>	<b>29,374</b>	<b>28,211</b>	<b>22,646</b>	<b>20,894</b>	<b>20,259</b>	<b>20,103</b>
<b>Executive Council</b>						
EC	10,450	8,145	5,676	3,832	5,295	2,784
<b>EC Total</b>	<b>10,450</b>	<b>8,145</b>	<b>5,676</b>	<b>3,832</b>	<b>5,295</b>	<b>2,784</b>
SSFC fee	894	425	1,319	1,319	1,170	1,985
<b>Fees</b>	<b>894</b>	<b>425</b>	<b>1,319</b>	<b>1,319</b>	<b>1,170</b>	<b>1,985</b>
<b>Other Activities</b>						
Regional	21,073	9,946	4,650	1,150	2,950	1,818
Outreach	7,562	7,006	2,900	6,732	2,369	3,529
<b>Programs</b>	<b>28,635</b>	<b>16,952</b>	<b>7,550</b>	<b>7,882</b>	<b>5,319</b>	<b>5,347</b>
CJDS proc	49,000	46,750	43,750	45,500	42,630	42,048
CJDS fee	8,235	7,110	6,740	7,540	4,425	4,665
<b>Total Journal</b>	<b>57,235</b>	<b>53,860</b>	<b>50,490</b>	<b>53,040</b>	<b>47,055</b>	<b>46,713</b>
<b>Total Exp</b>	<b>186,702</b>	<b>146,084</b>	<b>118,355</b>	<b>103,139</b>	<b>92,991</b>	<b>87,171</b>
<b>Current Surplus</b>	<b>-2,470</b>	<b>5,224</b>	<b>5,567</b>	<b>209</b>	<b>2,663</b>	<b>2,407</b>
<b>Prior Surplus</b>	<b>14,654</b>	<b>9,430</b>	<b>3,863</b>	<b>3,653</b>	<b>990</b>	<b>-1,417</b>
<b>Net Assets</b>	<b>12,184</b>	<b>14,654</b>	<b>9,430</b>	<b>3,862</b>	<b>3,653</b>	<b>990</b>



## Appendix XII Relationship between CASID and its Current Partners

Partner	Preliminary Partnerships	Operational Partnerships	Strategic Partnerships
IDRC	N/a	Major donor to CASID. Provides informed guidance to promote the growth of the association Provided specific funding to NSI/CASID for the research leading to the White Paper on Status of IDS in Canada to support IDRC's own programming priorities decision making	IDRC nominates one staff member to Journal's Editorial Board
CIDA	N/a	Conference donor to CASID Collaboration on conference panels proposed Support to special issue of the Journal on gender and development	
University of Ottawa, Faculty of Social Science, CJDS	N/a	Receives IDRC support through CASID grant Co-publisher of the Journal, sits on Board Members of CASID contribute to the journal (funds and time) UofO provides some in kind support (physical and server space). The Journal pays for all other infrastructure needs	Shares editorial responsibilities
NSI	N/a	Houses Secretariat of CASID Provides support to CASID financial management (production of financial statements, audits) Presentations and participation during the Conference	Collaboration on White Paper (2003)
Student bodies		Support for InSight conference during the Congress	
WUSC	Some activities during the Conference in 2005		
CAASLS	Some talk of merging		
CARLAC	Support to Sessions organised by CARLAC during the Conference		



## Appendix XIII Potential Future Partnerships

Type of Organisation	Benefits of the partnership to:		Synergy
	Partner	CASID	
Area studies	Developmental insights and contacts  Potential benefit of sharing membership  Potential benefits of sharing operational and management services	Contextual insights and contacts  Potential benefit of sharing membership  Potential benefits of sharing operational and management services	Knowledge production  Lower cost of managing five organisations
Student bodies	Exposure to senior academics, their contacts and action research possibilities	Cultivation of future ID scholars and practitioners	Skills transfer  Knowledge production  IDS reputation and recognition
Universities	Reputation and possible exposure to government, NGO agencies	Host sites for conferences and possibly roaming secretariat  Potential funds/in kind contribution	Further cross-disciplinary collaboration  Knowledge production
NGOs	Research skills, training skills and educated labour force (student, other) to conduct research required by mandate of donor.	Opportunities to test and build theory in the field. Action research opportunities for own agendas and professional growth of students.	Skills transfer (both ways)  Research capacity developed  Southern links  Knowledge sharing and production
Think tanks	Expertise in developmental issues and research skills	Acquire ability to produce saleable research product	Knowledge production
Governments	Local experts in international matters  Source of referrals to experts outside of that group  Expert opinion from a different segment of the population	Exposure to policy formation and implementation relevant to areas of academic interest  Possibility of collaborating with broader network in public sector	Knowledge production  Contribution to policy formulation and possibly implementation
For-profit (engaged in developmental programs in the South and in the North, i.e. mining)	Access to research skills in support of developmental programming	Exposure to Southern partners	Knowledge production  Engagement in discussion on best practices
Southern Journals/ Organisations	Research expertise  Exposure to Northern research and policy makers/practitioners	Southern partnership for more appropriate solutions	Better solutions for developmental problems



## Appendix XIV List of Recommendations from the White Paper

NUMBER	RECOMMENDATION	TARGET
Short-Term (2 years)		
1	That government funding be increased (a) for programs that enable Canadians to experience the world, primarily in the early stages of their professional development; and, (b) for programs that enable foreign students and young professionals especially from developing countries to spend time during their professional formation in Canada.	Government
2	That public administrators actively seek out and include Canadian IDS specialists as advisors as needed for a better understanding of the geopolitical challenges facing Canada, of the international dimensions of domestic mandates and duties, and of innovations to improve Canada's contribution to global development.	Government
3	That government granting councils such as the Social Sciences and Humanities Research Council (SSHRC) create a new research category for IDS, recognizing that it is now an established field of interdisciplinary research, teaching and scholarship; encourage research collaboration with partners in the developing regions of the world; join CIDA and IDRC to increase support for the institutional arrangements that promote IDS in Canada; permit Canada Graduate Scholarships to be used for study and research outside of Canada; and provide funds for NGO inputs to IDS teaching (field work, lectures and reports).	Government Granting Councils (SSHRC)
4	That universities and colleges recognize the importance of IDS and vigorously defend academic freedom.	Universities and Colleges
5	That universities and colleges develop mechanisms for fairly evaluating interdisciplinary and development work for tenure and promotion, and other ways to support academics in IDS	Universities and Colleges
6	That the experiences of overseas students in IDS programs, and in Canadian universities and colleges more generally, be analyzed and appropriate responses be implemented.	Unclear
7	That development NGOs work with government to review, redesign and expand the funding for internship programs for IDS students to gain practical experience.	Development NGOs
8	That a study be commissioned from a professional association to produce costing estimates of the recommendations provided in this White Paper.	Unclear
Medium-term (2 – 5 years)		
9	That greater interaction between policy-makers, policy analysts and academics is encouraged through secondment or exchange programs between government departments, development studies think-tanks and post-secondary institutions.	Unclear
10	That granting councils such as SSHRC fund a targeted strategic research theme explicitly aimed at encouraging IDS expertise to do research on the increasing dependence of Canada on developing regions of the world.	Granting Councils (SSHRC, etc)
11	That universities and colleges examine ways in which all IDS students can have the option of studying and/or working in a developing country or development context within Canada.	Universities and Colleges
12	That visiting researcher/professor positions be established for Southern academics to participate in Canadian IDS programs. Such a program could be organized and funded through SSHRC, CIDA or the AUCC.	Canadian IDS programs, SSHRC, CIDA and AUCC

NUMBER	RECOMMENDATION	TARGET
13	That universities and colleges examine the ways in which IDS can contribute to the education of students in other fields and to the "internationalization of the curriculum."	Universities and Colleges
14	That NGOs establish links with IDS programs in order to enhance the applied content of these programs and to draw upon the expertise and knowledge base available in IDS programs.	NGOs
15	That a Development Research Advisory Council be created, spanning the research-practitioner communities, to set priorities for research on long-term development policy issues, to examine current development thinking and its relevance to Canada, and to study successful development processes.	Unclear – Government?
16	That a series of Development Research Issue Papers be produced which would summarize the state of knowledge, including recent Canadian research, in specific areas for policy-makers, NGOs and/or private sector practitioners	Unclear
17	That associations increase the dialogue between the many disciplinary specialists working on development issues and the interdisciplinary-oriented IDS academics and practitioners.	Associations
Long-Term		
18	That the government encourage IDS research to establish new benchmarks against which to evaluate Canada's interaction with the developing world.	Government
19	That universities and colleges examine the scope for a mutually beneficial linking and joint offering of IDS programs in Canadian and Southern Universities	Universities and Colleges
20	That NGOs consider collaborating with IDS teachers and researchers, in Canada and in developing countries, to create joint training institutions.	NGOs
21	That implementation of the recommendations made in this White Paper be evaluated	Unclear – Government?



## Appendix XV List of Findings

- Finding 1: CASID is a small but well resourced association focused on the delivery of academically-oriented activities, supported by a small but dedicated number of members and donors.
- Finding 2: CASID members have different perceptions about, and expectations of, the organization.
- Finding 3: Global events have fuelled interest in international development over the past decade.
- Finding 4: The number of organizations working in international development creates opportunities for networking and exchange, but at the same time leads to competition for resources, members and niches.
- Finding 5: Academic associations, or “learned societies,” range in size, focus, and disciplinary affiliations or commitments and they all face an environment that requires adjustments and reflection on the role of such organizations.
- Finding 6: Dialogue among researchers, policy makers and practitioners involved in ID is still limited, but needed. Organizations that can bring such groups together have the potential to play effective and valuable roles.
- Finding 7: At present, the creation of effective North-South linkages for ID is limited by the ability of both sides to find functional ways to work together for international research.
- Finding 8: The growth in the number of reputable journals focused on International Development increases the pressure on existing journals to be distinct.
- Finding 9: The rapid expansion of affordable information technology provides immediate and increasingly free access to information, which is especially important for international development professionals.
- Finding 10: Over the past ten years, International Development Studies Programs in Canada have expanded and are becoming more established in academic circles.
- Finding 11: Volunteer-run organizations enjoy benefits and challenges peculiar to this highly specific management model.
- Finding 12: While CASID has made progress in addressing some recommendations from the 1996 evaluation, important issues remain to be addressed, particularly in the areas of strategic management, alignment of activities, resource mobilization, and membership expansion.
- Finding 13: Currently and historically, strategic management is not considered a priority at CASID.
- Finding 14: Neither CASID’s mission nor its objectives provide a clear sense of direction to its members or others.

- Finding 15: CASID delivers a number of activities in support of its objectives; the objectives and activities are more aligned in support of traditional, academic objectives rather than its outreach objectives.
- Finding 16: While CASID plans and, to a large extent, monitors, its outputs, it does not measure or report on the achievement of outcomes.
- Finding 17: CASID members' roles and responsibilities and internal practices emphasize and support the delivery of CASID activities, rather than other strategic matters.
- Finding 18: CASID has basic rules and regulations for managing its volunteers but those rules are rather loosely followed.
- Finding 19: As is typical for volunteer-operated organizations, CASID relies on a small number of very active volunteers. At present, however, CASID may not be creating and presenting opportunities for volunteering as effectively as it could.
- Finding 20: CASID's membership has been stable for the past decade and its composition has remained largely academic. Current strategies to expand the membership may increase the number of members but will likely not foster diversification.
- Finding 21: CASID manages its finances prudently, typically operating within the budgets negotiated with its primary donors.
- Finding 22: CASID's decision-making and problem-solving processes involve extensive consultations among members. This is a positive factor, as it fosters transparency and members' involvement; on the other hand, it tends to slow down decision-making.
- Finding 23: CASID's relationships with other organizations are currently limited to a few, mostly operational, partnerships with other Canadian organizations.
- Finding 24: CASID's mission and objectives are only partially relevant. Its stated emphasis on being a national organization working with mainly Canadian stakeholders and its continued focus on individual scholars seem out of step with current developmental approaches that emphasize global partnerships and institutional capacity building.
- Finding 25: Most of the CASID members surveyed indicated that its objectives are relevant, given the organization's current mission.
- Finding 26: Leading Canada-based international development organizations have limited knowledge of CASID, and hence have difficulties in commenting on its potential relevance to them.
- Finding 27: CASID's mission and objectives are partially congruent with those of its donors. The absence of an explicit developmental focus among CASID's mission and objectives statements makes it difficult to compare CASID and its donors' developmental priorities, and thus to comment on its relevance.
- Finding 28: CASID is partially effective in realizing its mission. However, the descriptive rather than results-oriented nature of its mission statement does not facilitate an assessment of the impact CASID intends and achieves vis-à-vis its various stakeholders.

- Finding 29: According to the CASID members surveyed, CASID is most effective in realizing organizational objectives related to sharing knowledge and supporting and encouraging a new generation of development scholars in Canada. It is perceived by its members to be less effective in building partnerships with international development organizations and in collaborating with key Canadian development organizations.
- Finding 30: While CASID's revenues are increasing and its revenue sources are becoming more diverse, it remains highly dependent on IDRC as its major donor.
- Finding 31: CASID's program and administrative costs have increased considerably over the past five years, although its offerings have changed only slightly.



## Appendix XVI List of Recommendations

- Recommendation 1: CASID members should decide whether they want it to become a more strategic and effective organization in ID/IDS field in Canada.
- Recommendation 2: Should CASID decide to become a more strategic association, it should focus its efforts over the next few months on defining its distinct added value.
- Recommendation 3: Any future support provided by IDRC to CASID should be results-oriented: focused on CASID's role and the change the organization is introducing in the Canadian context of ID and/or IDS.